

ADMIRAL TURNER'S SPEECH FILES

20 NOVEMBER 1973

MANAGEMENT (Pogo slides, etc.), by  
STANSFIELD TURNER

Navy Declassification/Release Instructions on File

11/19/73

SLIDE 1L POGO

FLIPS 1, 2, 3 WHAT IS VALUE OF ANALYSIS? - 4, 0, 56, 112, 8

SLIDE 2L KEEP IN MIND OBJECTIVE OF COURSE IS MANAGERS

SLIDE 3L ELEMENTS OF MANAGEMENT

MANAGERS INVOLVED IN ALL STEPS - ANALYST IN FIRST 3

FLIP 1 CONFUSION IN TERMS "SYSTEMS ANALYSIS" AND  
QUANTIFIED ANALYSIS - ONLY A PART (FLIP 1)  
EVEN HERE JUDGMENT A PART

SLIDE 4R

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ELABORATE ON QUANTIFICATION

1. COSTS - TOO FREQUENTLY ASSUMED VERIFIABLE, EXACT,  
JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

A/C

SLIDE 5R

2. BENEFITS - MORE COMPLEX

PAY OFFS JUDGEMENTS ALSO - E.G. BOMBING HO CH MINH

TRAIL (TRUCKS, TONS, REPAIRS)

MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

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SLIDE 6R      ANOTHER WAY LOOK AT CONFLICT

HERE ON DISCUSS SPECIFICS OF MANAGEMENT IN NAVY BUDGET TERMS

APPLIES ALL ORGANIZATIONS

APPLIES NON-BUDGET ISSUES

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

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SLIDE 8R           OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1.           INPUTS - BARONS & CZARS

                  OUTPUTS - NO ONE RESPONSIBLE -

                  ALL HAVE A HAND

                  SOB'S TEND VIEW IN THESE TERMS

FLIP 2.           PRESIDENT

SLIDE 10 L       ARMY INPUT ORGANIZATION

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SLIDE 3 L

WHY ORGANIZATION IMPORTANT? BACK TO PROCESS  
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INCENTIVES - INPUT ORIENTED

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

OBJECTIVES STATED

EXPLICIT CRITERIA

SHOW ALTERNATIVES

FLIP 3

WHY MANAGER KNOWS RESULT

(ON 8R)

P-3

R&D

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WHAT MEAN FOR YOU

BETTER BE PREPARED:

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVES THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

YOUR ROLE CAN BE:

OFFENSE

DEFENSE

SLIDE 3L OFF  
SLIDE 11R ON

BEST SOLUTION (WON'T BE GOOD UNLESS KNOW WHAT'S BEST)

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SLIDE 11R

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

BUT DO NOT WANT 1 ANALYST - ALL HAVE BIASES - BLINDERS -

NO RIGHT/WRONG ANALYSIS

SLIDE 3L

JUDGMENT

COST

BENEFITS

COMPETITION

PRODDING OF SOB'S

LAY ON TABLE FOR MANAGERS FULL RANGE

SLIDE 8R OFF

SLIDE 11R OFF

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SLIDE 12R

AFTER DONE GOOD ANALYSIS MUST CRANK IN CONSTRAINTS

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1. ALTERNATIVES - MUST BE CAREFUL

A. OBJECTIVES  
- DIFFERENT  
JUDGEMENTS

B. OTHER SERVICES - SEA CONTROL vs AIRLIFT

(ALWAYS HIDE THE VERBOTEN

BALL - ALTERNATIVES) 2. STATE CRITERIA

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

3. EXPLICIT

NOT WAY GAME PLAYED

ASK FOR MORE THAN EXPECT

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1. OFFENSE - RECOGNIZE LIMITS

2. DEFENSE

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~~WHEELHOUSE~~

ALTERNATIVES

DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

(CONT'D)

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CONGRESS Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

POLITICAL FACTORS - MORE OBVIOUS

STILL, DOES NOT INVALIDATE ANALYTIC APPROACH - CONGRESS HAS  
OWN ANALYSTS -

WOOLSEY, O'DEEN

VALUE

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

FLIP 1

RETURN PROCESS

SLIDE 3L OFF Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 13R

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TECHNIQUES TO WATCH AS MANAGER

1. OBJECTIVES

ONES YOU SET

ONES YOUR COMMON SUPERIOR SET

ONES SET TO DRIVE RESULTS

AHP SSN

2. ASSUMPTIONS

THREAT

P-3 - BEAR AIRCRAFT

3. SENSITIVITIES

ONE MOST VALUABLE CHECKS

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SLIDE 14L

A.B.C. CASE TREBLE COST VS 2 HITS

4. ALTERNATIVES

DESIRED ANSWER + STRAW MAN

ROLE MANAGER TO THINK UP ALTERNATIVES

BETTER HIS ANALYSTS - EASIER

5. ANY SAY COMPOSITION STUDY GROUP -

ANTAGONISTS

COMPETITION

6. BE SUSPICIOUS OF ANSWERS THAT JUSTIFY FORCE LEVELS, ETC.

ETC.

NO.

MOST USEFUL THINGS GET FROM GOOD STUDY ANALYSIS -

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WANT DEVELOP  
NEXT - HARDWARE - TACTICS

SLIDE 15L

<sup>MCM</sup>  
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NARAC-G

7. CONCLUSIONS

BE SUSPICIOUS

JUMP FROM ANALYSIS TO DECISION INVOLVES LOT  
JUDGEMENTS

TEST

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JUMP TO IMPLEMENTATION

CONFUSION BETWEEN ANALYSIS AND ADVOCACY

GETTING DECISION CARRIED OUT GREATEST PART OF TASK

NOT UNUSUAL

OOD - RIGHT STANDARD RUDDER

XO - LIBERTY AT 1630

CO - DIVISION OFFICERS COUNSEL MEN

SELL

SQD CDR - J.O.'S TRAINED IN COUNTER INSURGENCY

IGNORE

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BASIC PRINCIPLE

PRESENT CONTRARY VIEWS BOSS UNTIL DECISION MADE -  
SUPPORT

SIMILARLY UP TO POINT - PRESENT BOSS WITH ANALYSIS  
THEN BECOME ADOCATES AS TURN OUTWARD  
DOES NOT MEAN PROSTITUTE ANALYSIS

MUST BE ABLE TO DEFEND

IF USING ON OFFENSE

MUST KNOW GOOD FROM BAD IF PLACED ON DEFENSE

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FLIPS 1, 2, 3 WHAT IS VALUE OF ANALYSIS? - 4, 0, 56, 112, 62

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SLIDE 3L ELEMENTS OF MANAGEMENT

MANAGERS INVOLVED IN ALL STEPS - ANALYST IN FIRST 3

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SLIDE 4R ELABORATE ON QUANTIFICATION

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JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

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SLIDE 5R 2. BENEFITS - MORE COMPLEXPAY OFFS JUDGMENTS ALSO - E.G. BOMBING HO CH MINHTRAIL (TRUCKS, TONS, REPAIRS)

MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

SLIDE 8R

~~ANOTHER WAY LOOK AT CONFLICT~~

HERE ON DISCUSS SPECIFICS OF MANAGEMENT IN NAVY BUDGET TERMS

APPLIES ALL ORGANIZATIONS

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3

SLIDE 8R

OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1.

INPUTS - BARONS & CZARS

OUTPUTS - NO ONE RESPONSIBLE -

ALL HAVE A HAND

SOB'S TEND VIEW IN THESE TERMS

FLIP 2.

PRESIDENT

SLIDE 10 L

ARMY INPUT ORGANIZATION

4

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

OBJECTIVES STATED

✓  
EXPLICIT CRITERIA

SHOW ALTERNATIVES

FLIP 3

WHY MANAGER KNOWS RESULT

(ON 8R)

P-3

R&D

5

WHAT MEAN FOR YOU

BETTER BE PREPARED: *Defense*

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVES THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

YOUR ROLE CAN BE: *Offense*

~~OFFENSE~~

~~DEFENSE~~

*Do analysis - Distort - No -*

SLIDE 3L OFF  
~~SLIDE 11R ON~~

1. BEST SOLUTION (WON'T BE GOOD UNLESS KNOW WHAT'S BEST)

2. *Won't get away*

6

SLIDE 11R

EFFECTIVENESS OF THE SYSTEM ?  
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BUT DO NOT WANT 1 ANALYST - ALL HAVE BIASES - BLINDERS -

NO RIGHT/WRONG ANALYSIS

SLIDE 3L

JUDGMENT

COST

BENEFITS

COMPETITION

PRODDING OF SOB'S

LAY ON TABLE FOR MANAGERS FULL RANGE

SLIDE 8R OFF

~~SLIDE 11R OFF~~

*Alternatives*  
*Essence problem*  
*System - compl. stop work*  
*one solution*  
*Depend top manager*  
*Top mgr. uses different decision making*

SLIDE 12R

~~AFTER DONE GOOD ANALYSIS MUST CRANK IN CONSTRAINTS~~

OSD must look in

1. ~~ALTERNATIVES~~ - MUST BE CAREFUL

A. ~~OBJECTIVES~~

- DIFFERENT

JUDGEMENTS

B. ~~OTHER SERVICES~~ - SEA CONTROL vs AIRLIFT

(ALWAYS HIDE THE

BALL - ALTERNATIVES)

2. ~~STATE CRITERIA~~

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

3. ~~EXPLICIT~~

~~NOT WAY GAME PLAYED~~

~~ASK FOR MORE THAN EXPECT~~  
~~AGAIN~~

1. ~~OFFENSE~~ - RECOGNIZE LIMITS

2. ~~DEFENSE~~

DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

(CONT'D)

*Real time size Defense*  
*But more matter*  
*impact on national economy than security*  
*DOD not keen at all alternatives/needs*  
*to be exposed*

CONGRESS

POLITICAL FACTORS - MORE OBVIOUS

STILL, DOES NOT INVALIDATE ANALYTIC APPROACH - CONGRESS HAS

OWN ANALYSTS -

*Woolsey - G. Decker*  
*Analyst for Ball Field*  
*process*

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

*confused - distorted -*  
*set aside by*  
*other considerations*

FLIP 1 ~~RETURN PROCESS~~

SLIDE 3L OFF

SLIDE 13R

TECHNIQUES TO WATCH AS MANAGER

1. OBJECTIVES

ONES YOU SET

ONES YOUR COMMON SUPERIOR SET

ONES SET TO DRIVE RESULTS

~~AHP SSN~~

2. ASSUMPTIONS

THREAT

P-3 - BEAR AIRCRAFT

3. SENSITIVITIES

ONE MOST VALUABLE CHECKS

*NARAC-2*

11

SLIDE 14L

A.B.C. CASE TREBLE COST VS 2 HITS

4. ALTERNATIVES

DESIRED ANSWER + STRAW MAN

ROLE MANAGER TO THINK UP ALTERNATIVES

BETTER HIS ANALYSTS - EASIER

5. ANY SAY COMPOSITION STUDY GROUP -

ANTAGONISTS

COMPETITION

6. BE SUSPICIOUS OF ANSWERS THAT JUSTIFY FORCE LEVELS,

ETC.

NO.

MOST USEFUL THINGS GET FROM GOOD STUDY ANALYSIS -

INSIGHTS WERE WEAK POINTS ARE - WHAT WANT DEVELOP

NEXT - HARDWARE - TACTICS

12

*MCM*

## 7. CONCLUSIONS

BE SUSPICIOUS

JUMP FROM ANALYSIS TO DECISION INVOLVES LOT

JUDGEMENTS

~~TEST~~

*Open explicit complex situation  
lay open - expose issues*

13

*Slide 3L* JUMP TO IMPLEMENTATION

CONFUSION BETWEEN ANALYSIS AND ADVOCACY

GETTING DECISION CARRIED OUT GREATEST PART OF TASK

~~NOT UNUSUAL~~

OOD - RIGHT STANDARD RUDDER

XO - LIBERTY AT 1630

CO - DIVISION OFFICERS COUNSEL MEN

SELL

SQD. CDR - J.O.'S TRAINED IN COUNTER INSURGENCY

IGNORE

*Z- staff  
Managers not excited about a  
lot of alternatives & contrary ideas  
floating about.*

14

PRESENT CONTRARY VIEWS BOSS UNTIL DECISION MADE -

SUPPORT

SIMILARLY UP TO POINT - PRESENT BOSS WITH ANALYSIS

THEN BECOME ADOCATES AS TURN OUTWARD

DOES NOT MEAN PROSTITUTE ANALYSIS

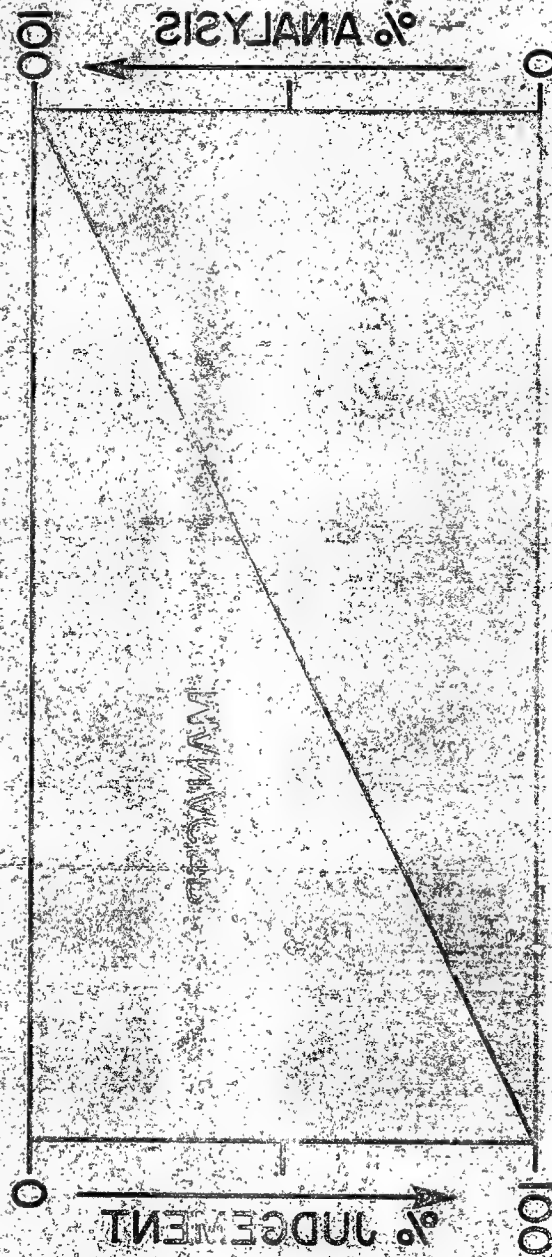
MUST BE ABLE TO DEFEND

→ IF USING ON OFFENSE

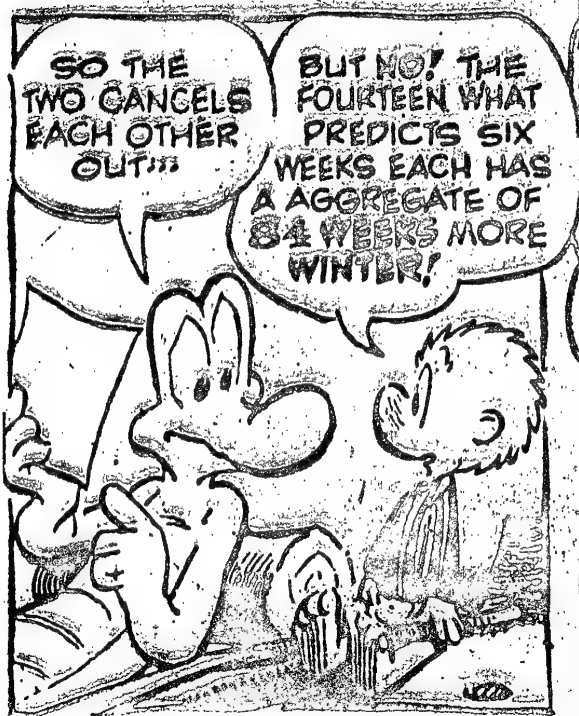
MUST KNOW GOOD FROM BAD IF PLACED ON DEFENSE



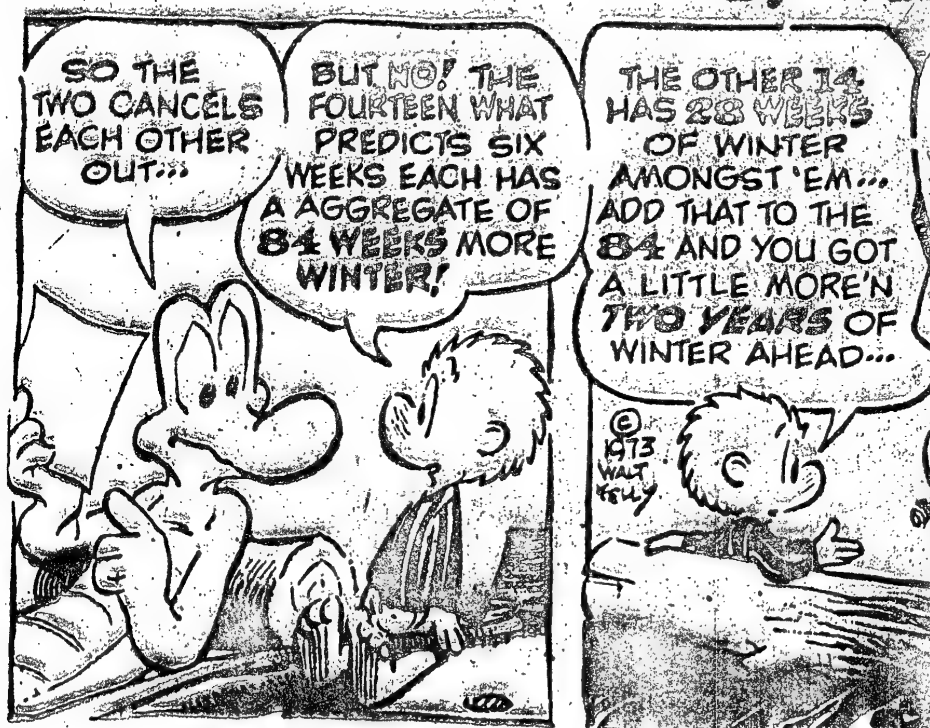
1.2. MAINTAIN COLLEGE



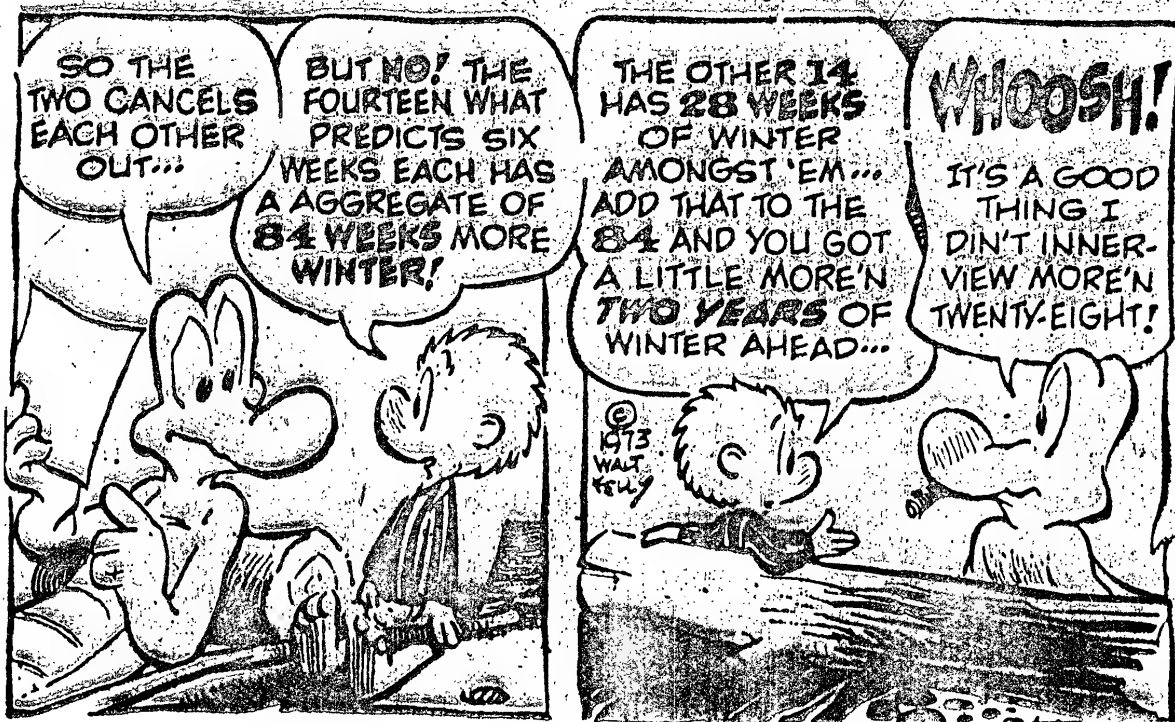




By Wal



By Walt Kelly







# U.S. NAVAL WAR COLLEGE

## QUANTIFICATION OF COSTS

ITEMS TO INCLUDE ?

SUPPORT

R & D

TIME TO COVER ?

LIFE EXPECTANCY ?

WHICH ESTIMATES ?

CONTRACTOR

SERVICE

CAPABILITY ?

MULTI-PURPOSE SYSTEMS

NON-DOLLAR COSTS



## QUANTIFICATION OF BENEFITS

### BASIC APPROACHES

CIVILIANS - HYPOTHETICAL FUTURES

ANALYSIS

MILITARY - PAST EXPERIENCE - INTUITION

HUMAN FACTORS

UNPREDICTABLE FACTORS

### PROBLEMS

PAY OFFS ?

INCOMMENSURABLES -

HUMAN LIFE

SPEED

PSYCHOLOGICAL IMPACT

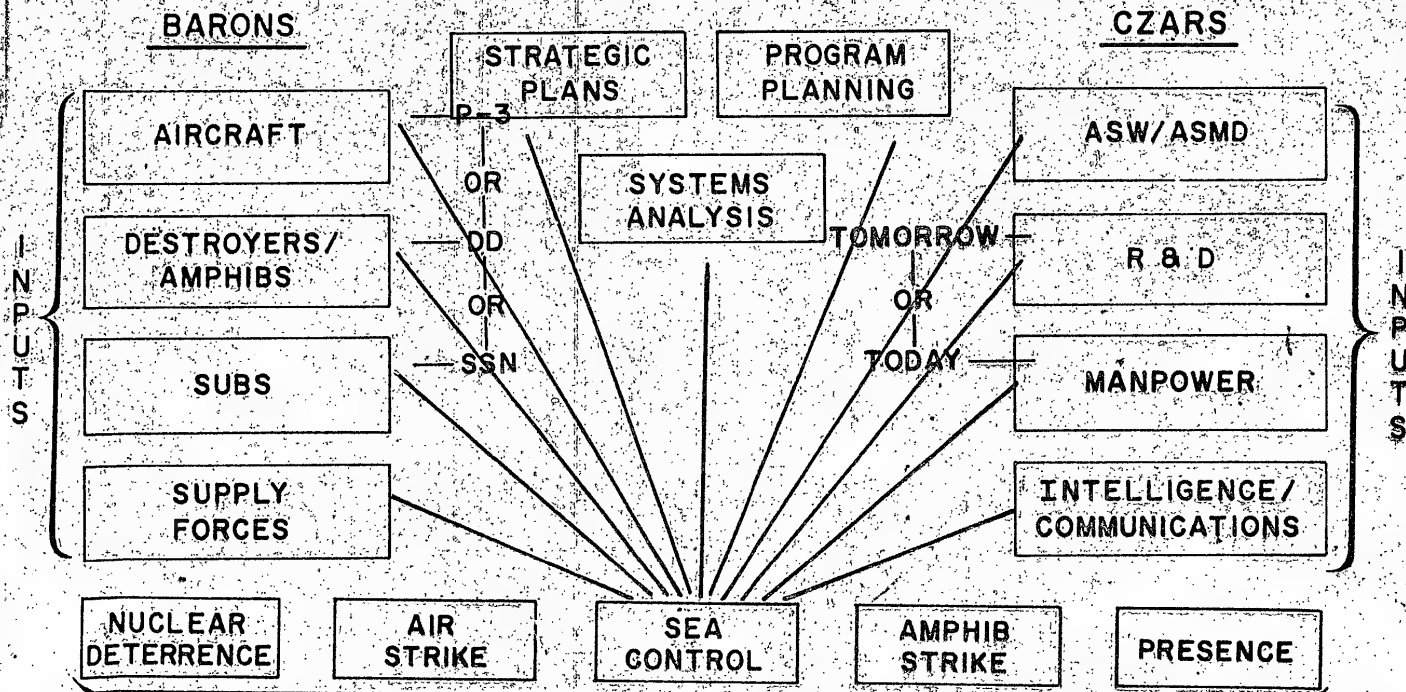
## OPNAV ORGANIZATION

CNO

SOB'S

BARONS

CZARS



OUTPUTS



## OPNAV ORGANIZATION

CNO

### SOB'S

### BARONS

AIRCRAFT

DESTROYERS/  
AMPHIBS

SUBS

SUPPLY  
FORCES

STRATEGIC  
PLANS

PROGRAM  
PLANNING

SYSTEMS  
ANALYSIS

### CZARS

ASW/ASMD

R & D

MANPOWER

INTELLIGENCE/  
COMMUNICATIONS

INPUTS

INPUTS

NUCLEAR  
DETERRENCE

AIR  
STRIKE

SEA  
CONTROL

AMPHIB  
STRIKE

PRESENCE

### OUTPUTS

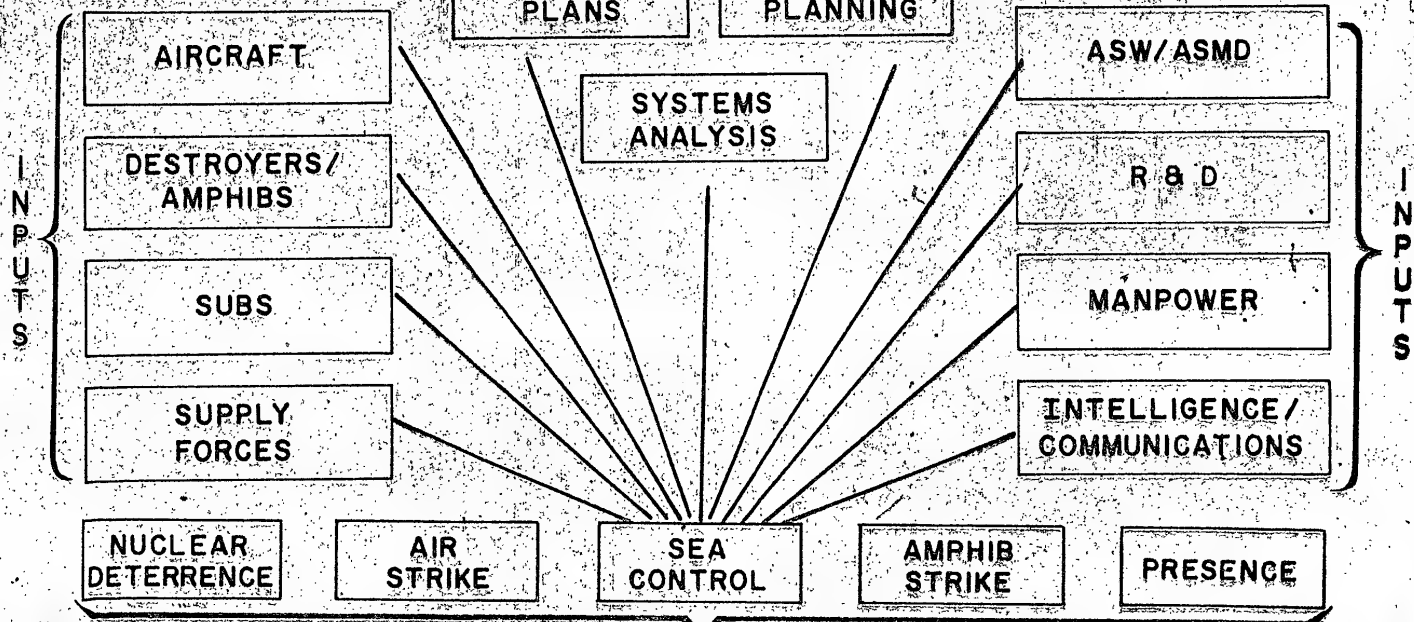
## OPNAV ORGANIZATION

CNO

SOB'S

BARONS

CZARS



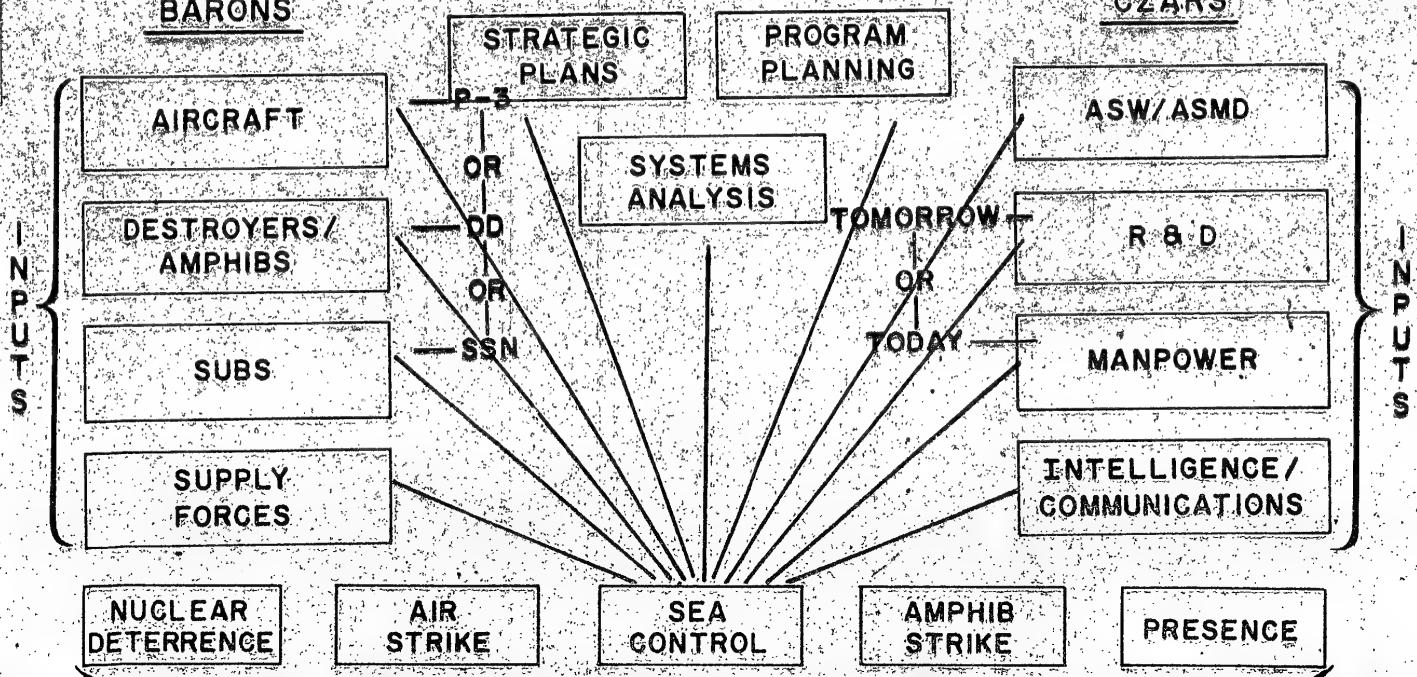
## OPNAV ORGANIZATION

CNO

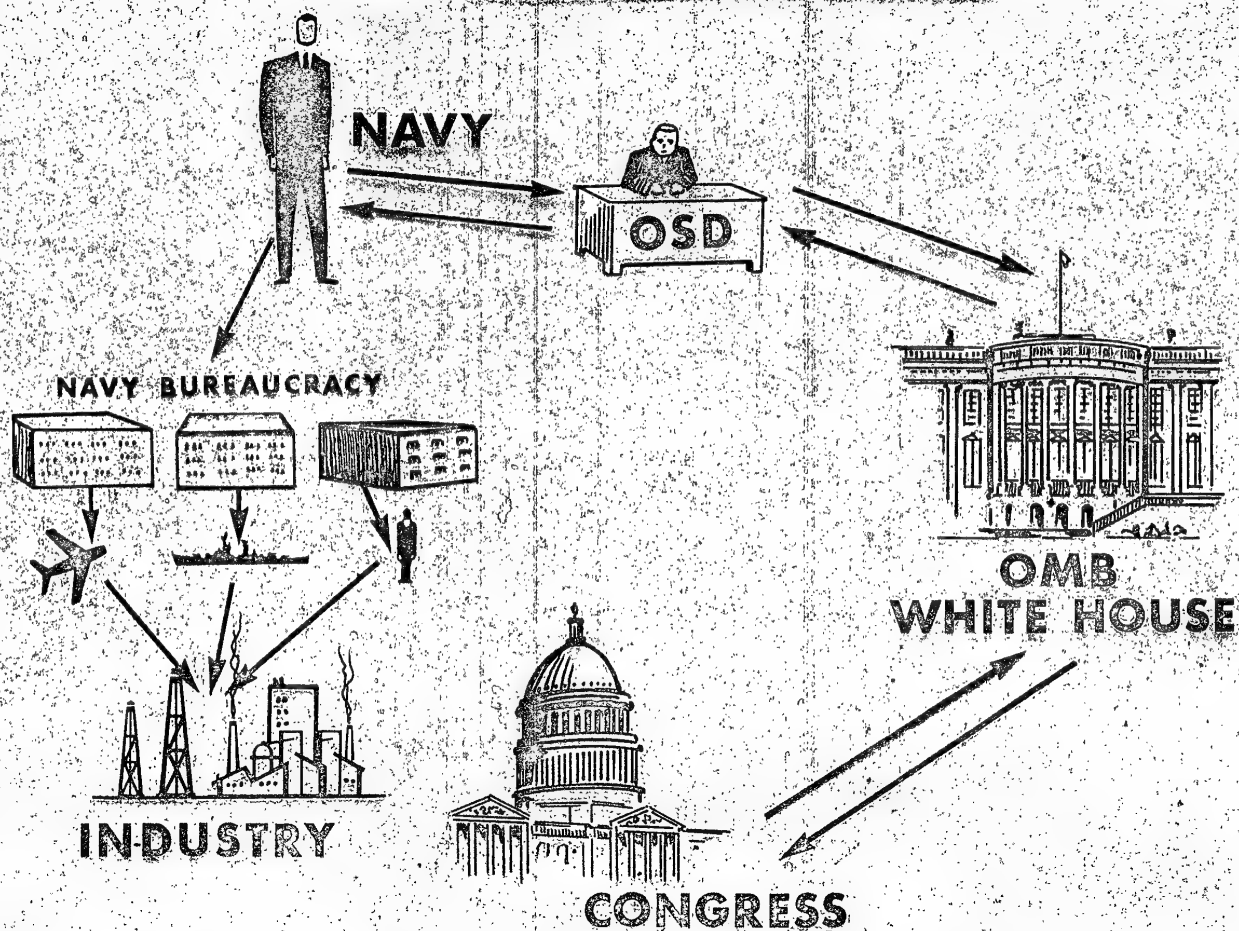
SOB'S

BARONS

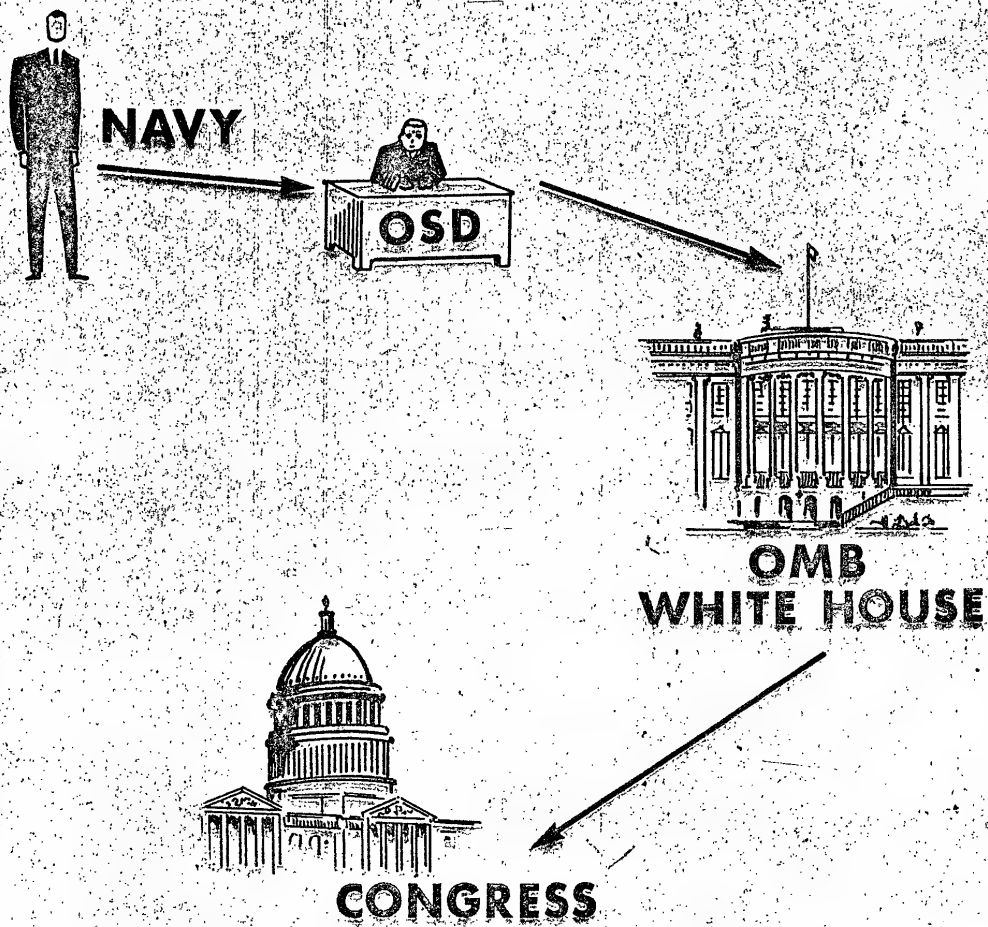
CZARS



## NAVY BUDGET FLOW



## BUDGET FLOW







UNITED STATES NAVAL WAR COLLEGE

## ANALYTIC TECHNIQUES TO WATCH

OBJECTIVES CORRECT  
ASSUMPTIONS STATED  
    ESPECIALLY THREAT  
SENSITIVITIES ILLUSTRATED  
ALTERNATIVES  
    COMPLETE  
    REALISTIC

COMPOSITION OF ANALYSIS GROUP  
SPECIFIC/NUMERICAL ANSWERS  
CONCLUSIONS

## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

**A  
N  
A  
L  
Y  
S  
I  
S**

**ESTABLISH OBJECTIVES-OUTPUT**

**UNCOVER ALTERNATIVES**

**DETERMINE MEASUREMENT CRITERIA**

**COMPARE COSTS**

**COMPARE BENEFITS**

**"QUANTITATIVE  
ANALYSIS"  
&  
JUDGMENT**

**DECISION / RECOMMENDATION**

**IMPLEMENTATION**

## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

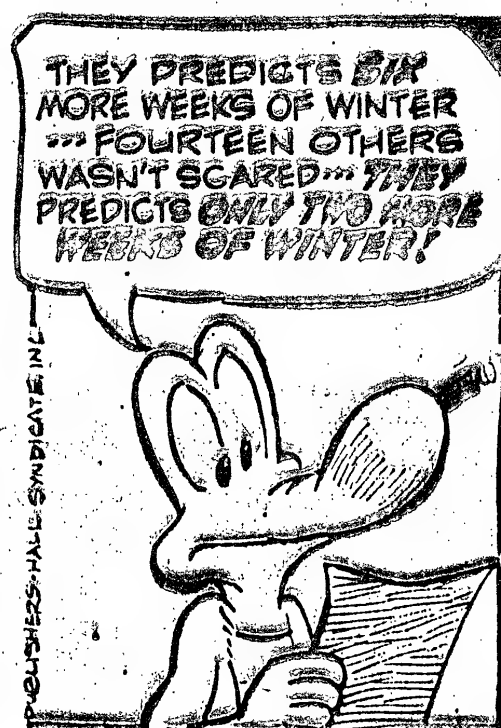
**A  
N  
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S**

**ESTABLISH OBJECTIVES-OUTPUT  
UNCOVER ALTERNATIVES  
DETERMINE MEASUREMENT CRITERIA  
COMPARE COSTS  
COMPARE BENEFITS**

**DECISION / RECOMMENDATION  
IMPLEMENTATION**



## Pogo





# DEFENSE ECONOMICS OBJECTIVE

CONVEY A METHOD OF  
LOGICAL THINKING  
FOR MANAGERS

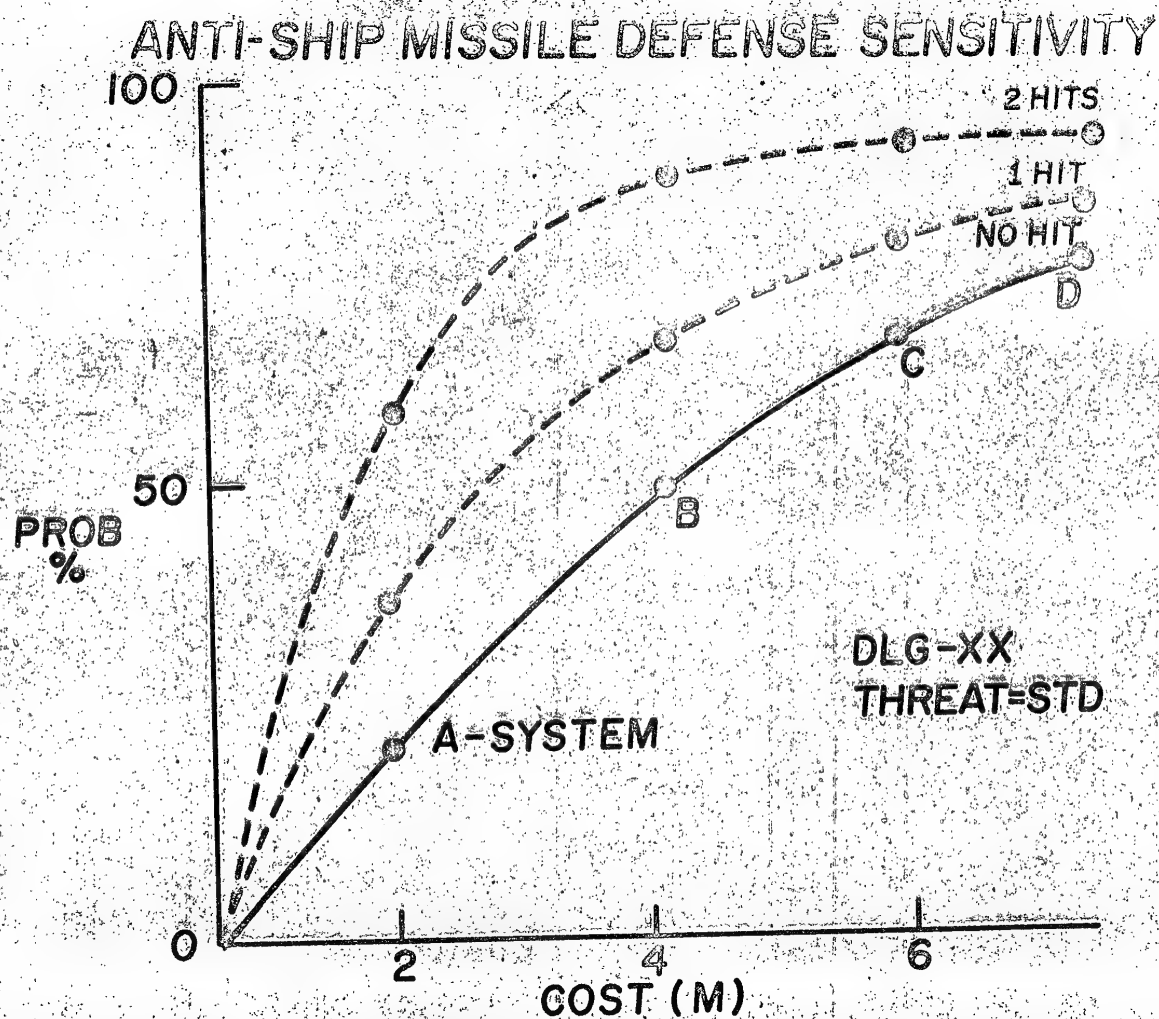


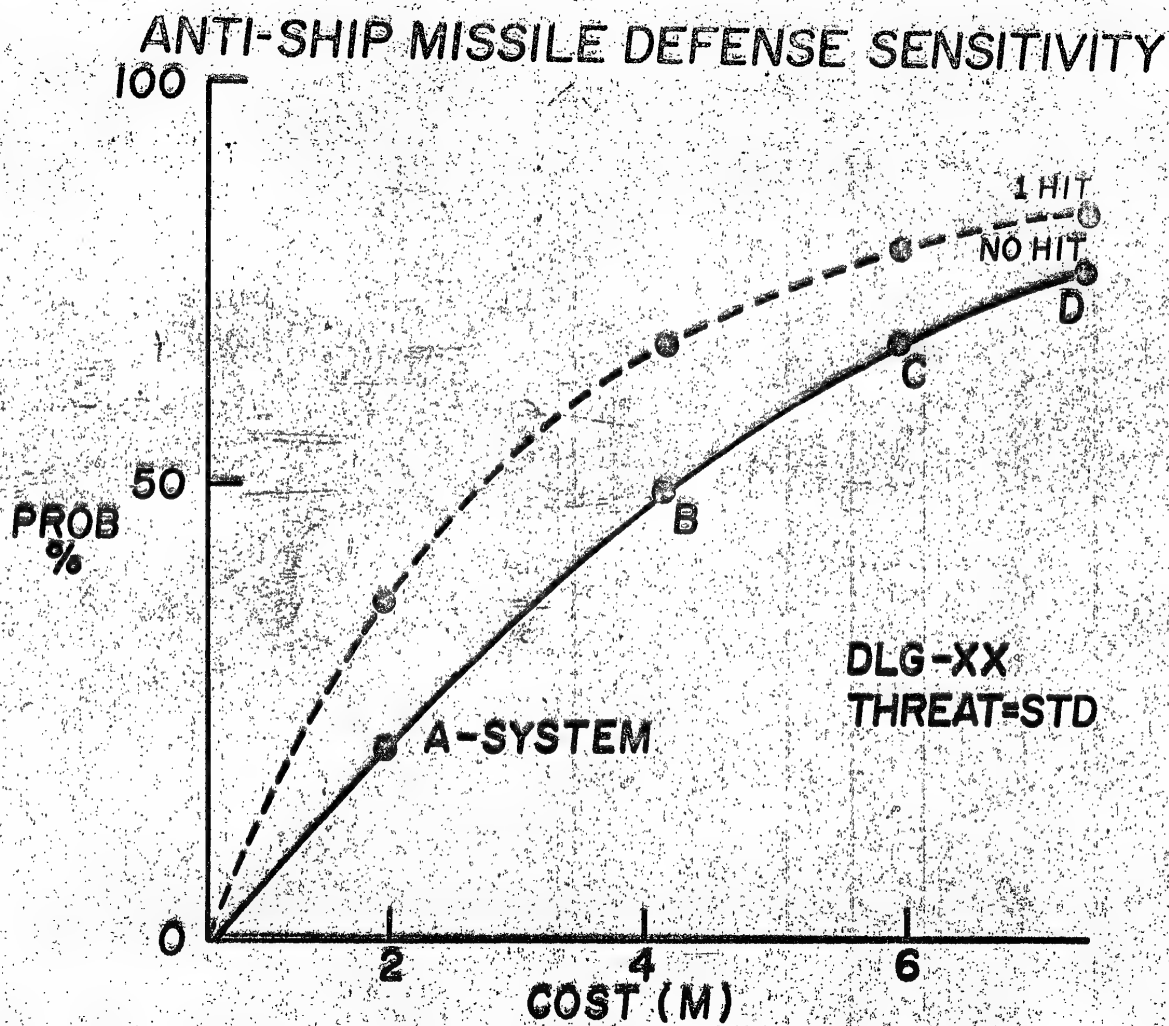
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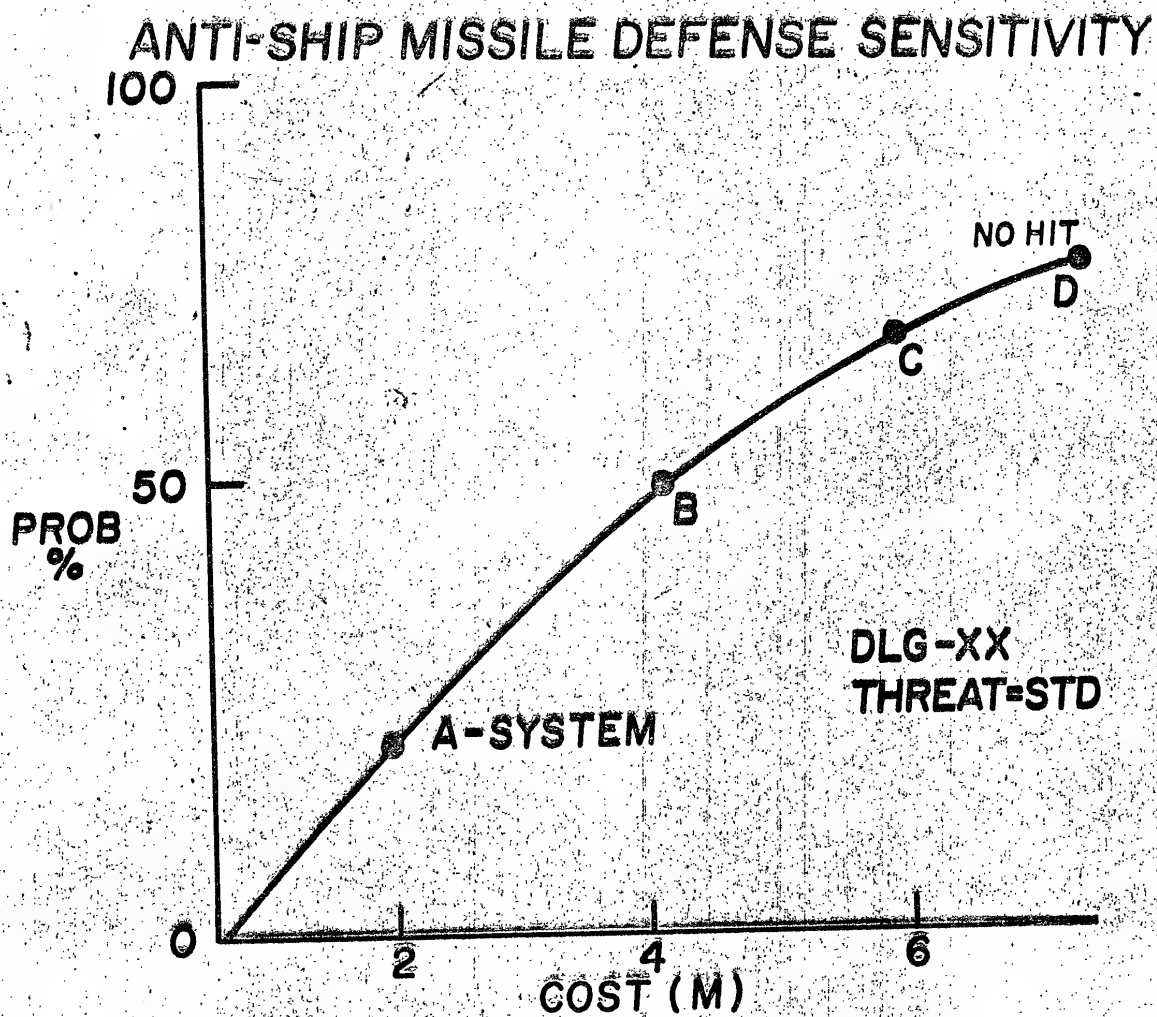
NAVY REPORT

WE 200 YD

NAVIGATION ERROR,  $\sigma$ , YD





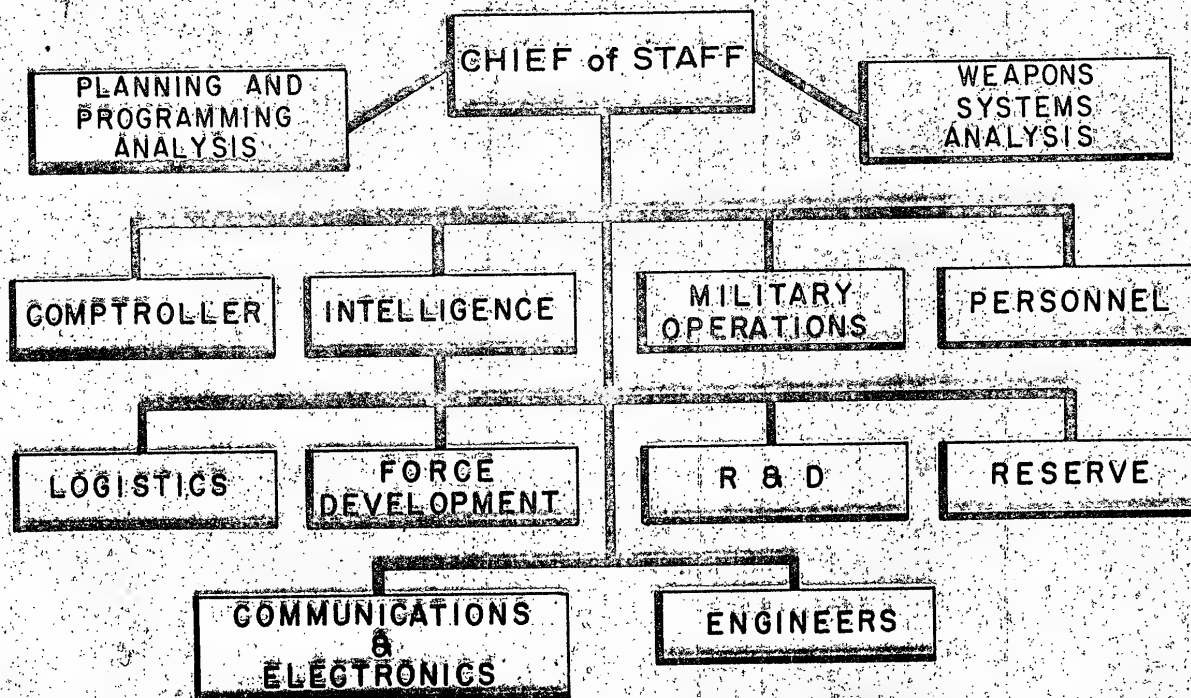






# U.S. NAVAL WAR COLLEGE

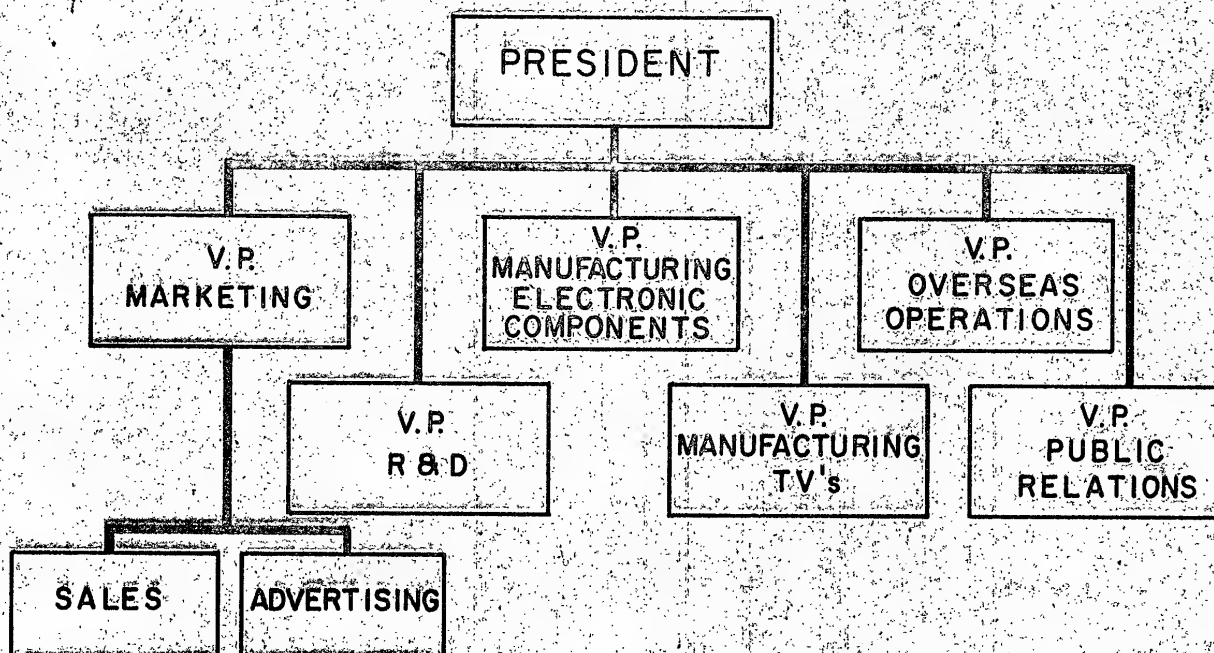
## ARMY HEADQUARTERS





# U.S. NAVAL WAR COLLEGE

## TYPICAL CORPORATE ORGANIZATION







# U. S. NAVAL WAR COLLEGE

## TECHNIQUES TO WATCH

OBJECTIVES STATED

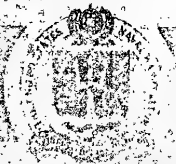
ASSUMPTIONS STATED-

ESPECIALLY THREAT

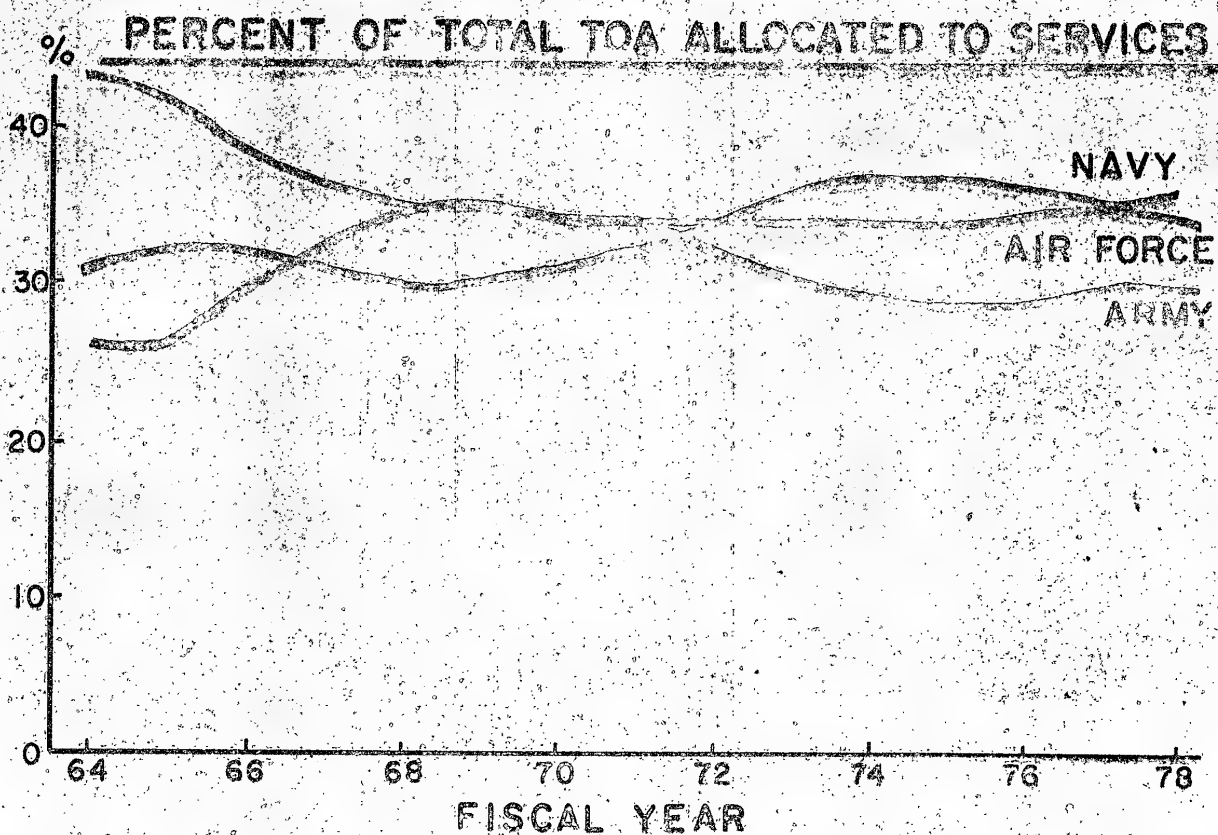
SENSITIVITY ILLUSTRATED

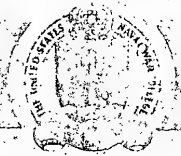
ALTERNATIVES SHOWN

CONCLUSIONS ?

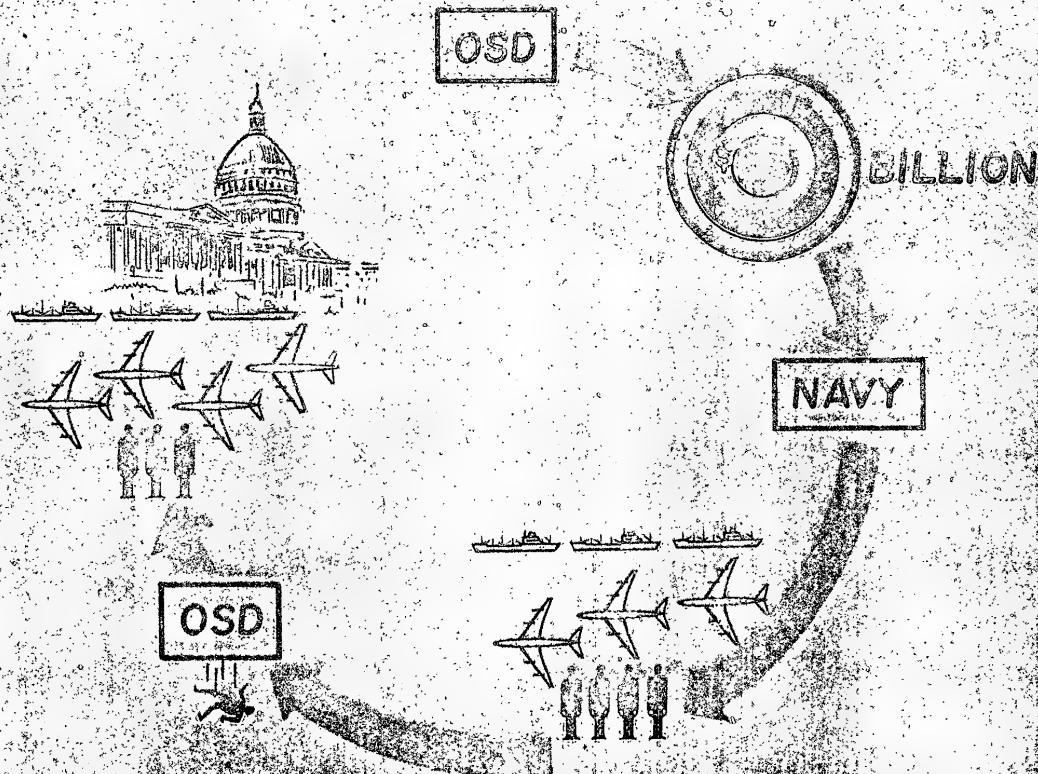


# U.S. NAVAL WAR COLLEGE

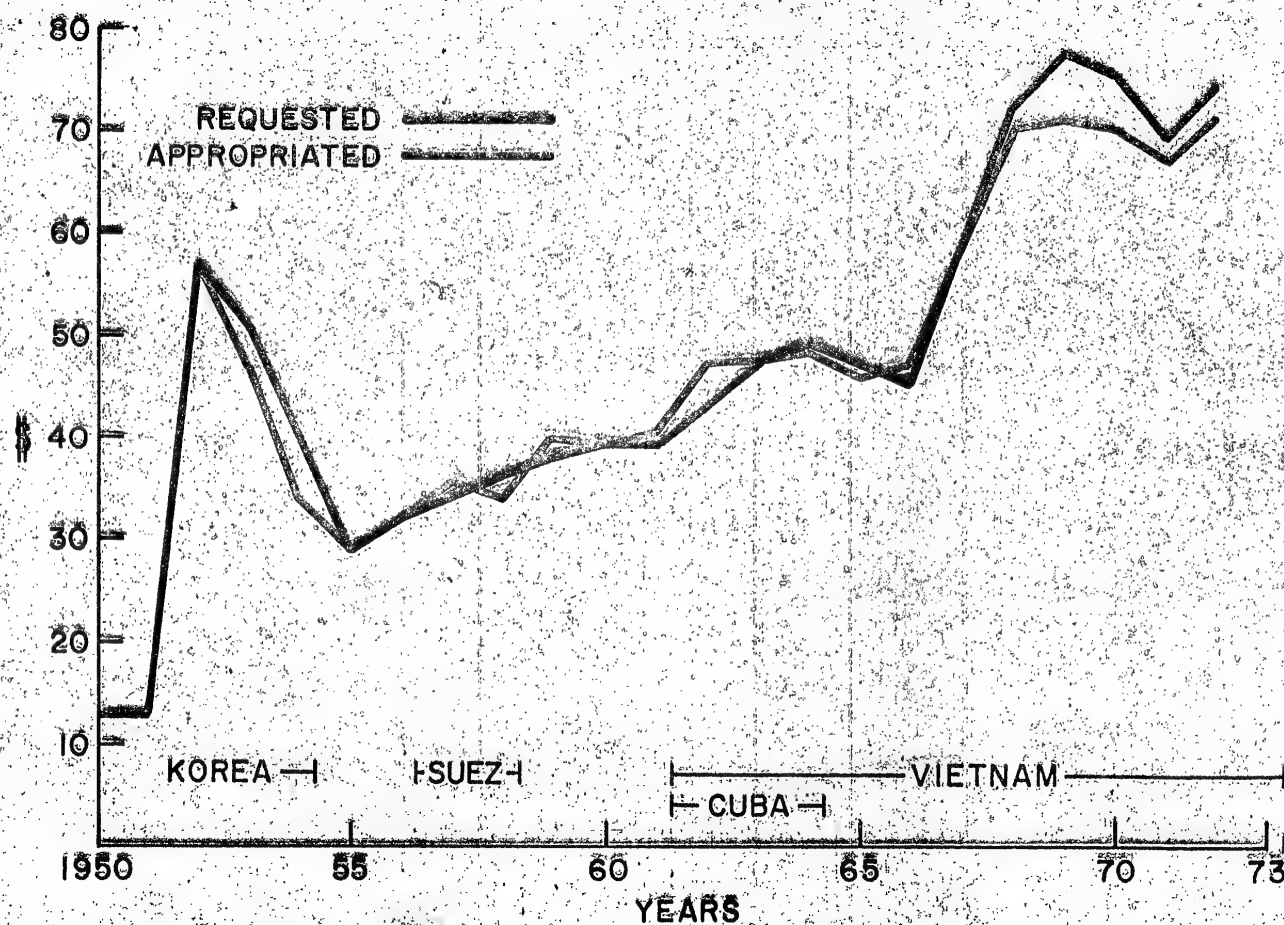




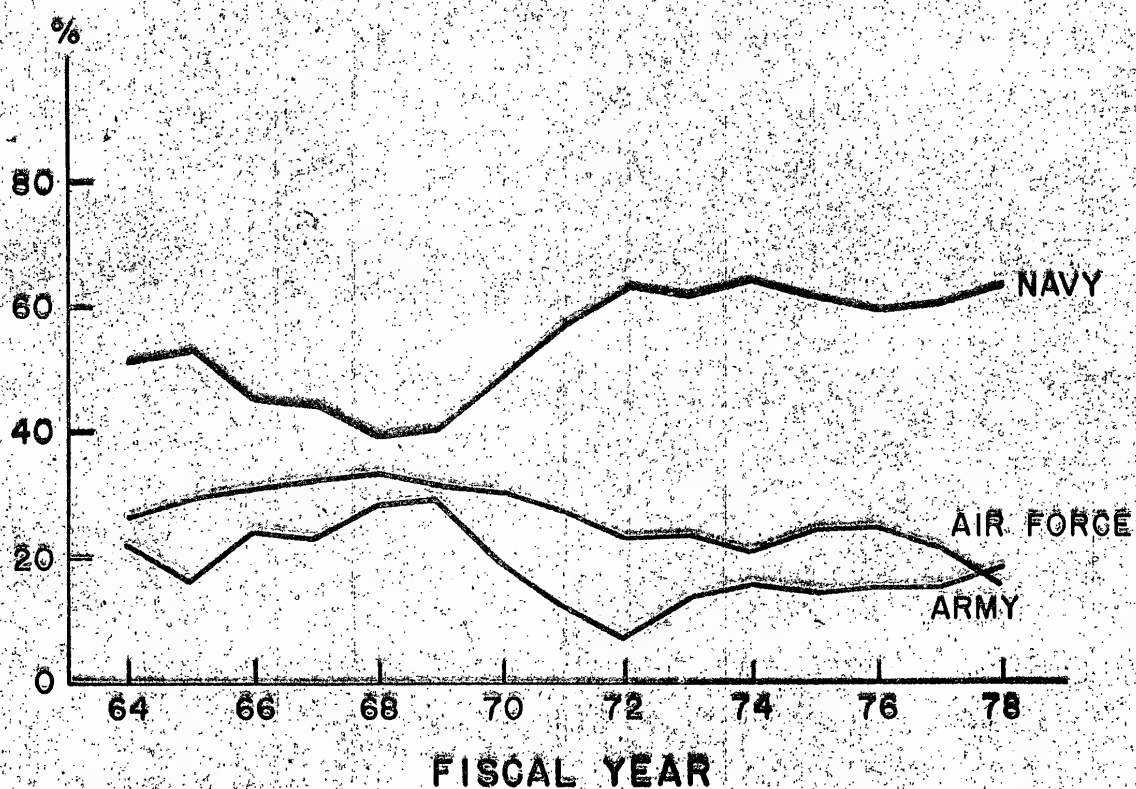
## NAVY BUDGETARY PROCESS



## DEFENSE APPROPRIATIONS (BILLIONS OF \$)



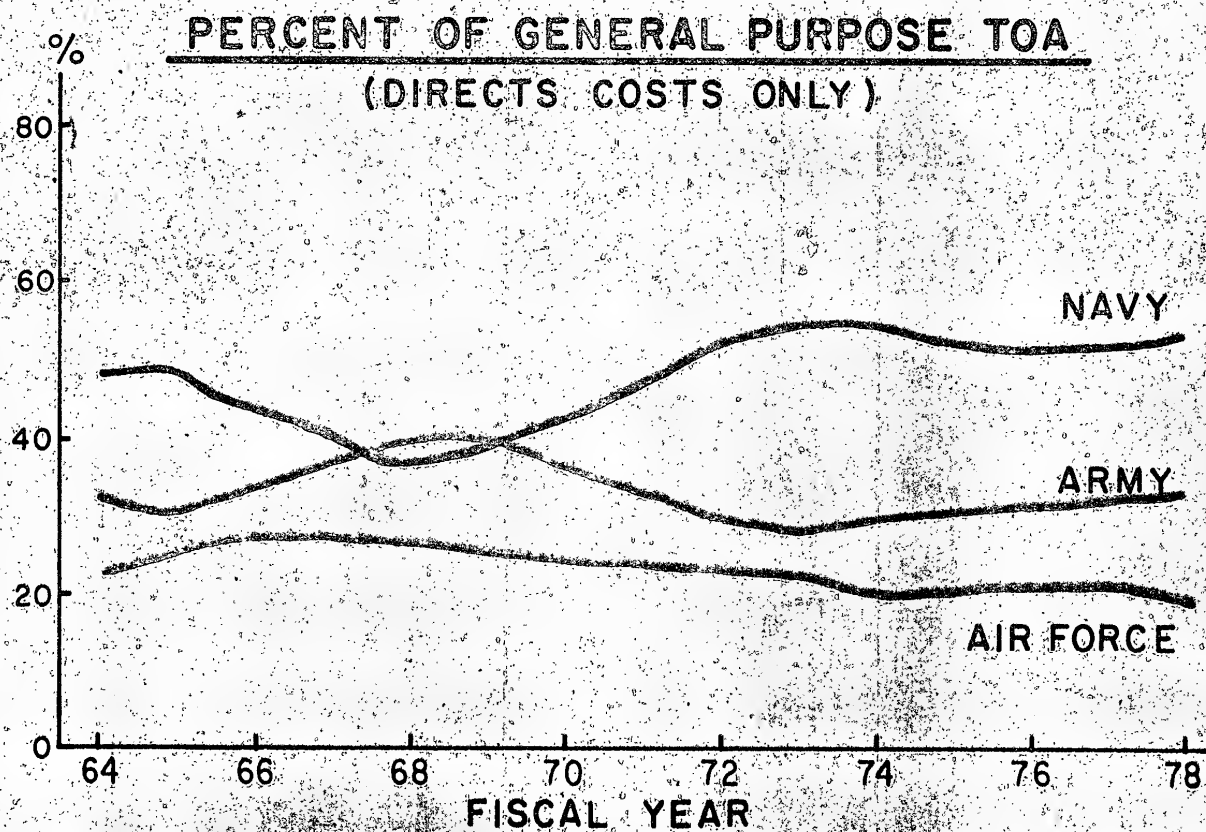
## PERCENT OF GENERAL PURPOSE INVESTMENT





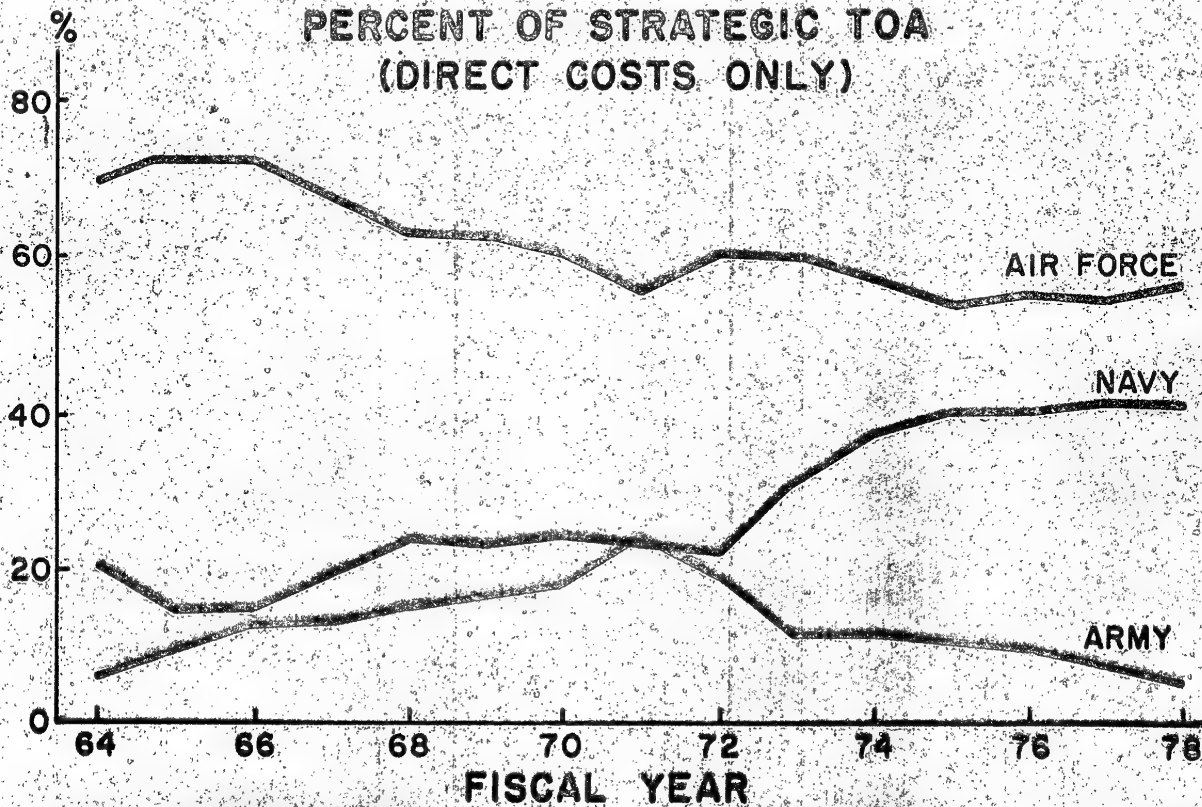


# U.S. NAVAL WAR COLLEGE





# PERCENT OF STRATEGIC TOA (DIRECT COSTS ONLY)





## U.S. NAVAL WAR COLLEGE

### ESSENTIAL CHARACTERISTICS OF ANALYSIS

CONCERNED WITH CHOICE

SHOULD BE OPEN & EXPLICIT - EASILY CHECKED

STARTS WITH OBJECTIVES - OUTPUTS

CRITERIA FOR JUDGING

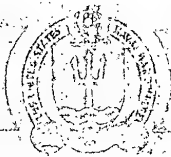
UNCOVERS ALTERNATIVES

COMPARES COSTS

COMPARES BENEFITS

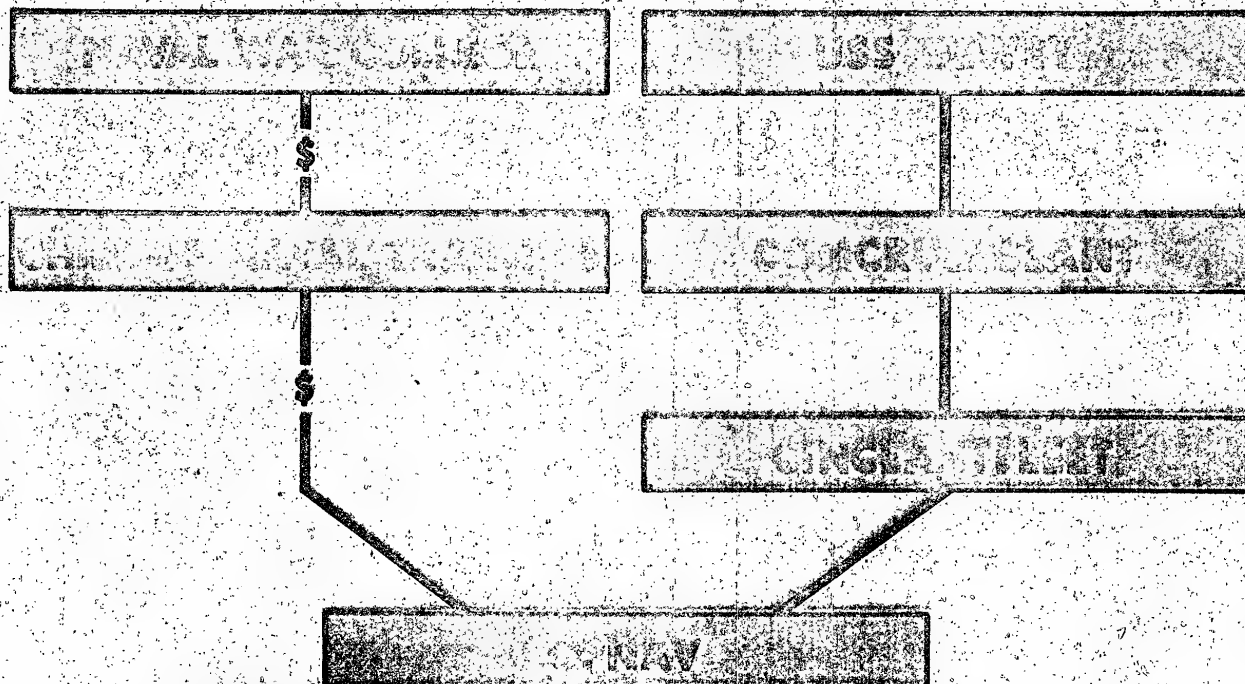
HIGHLIGHTS JUDGMENTS NEEDED



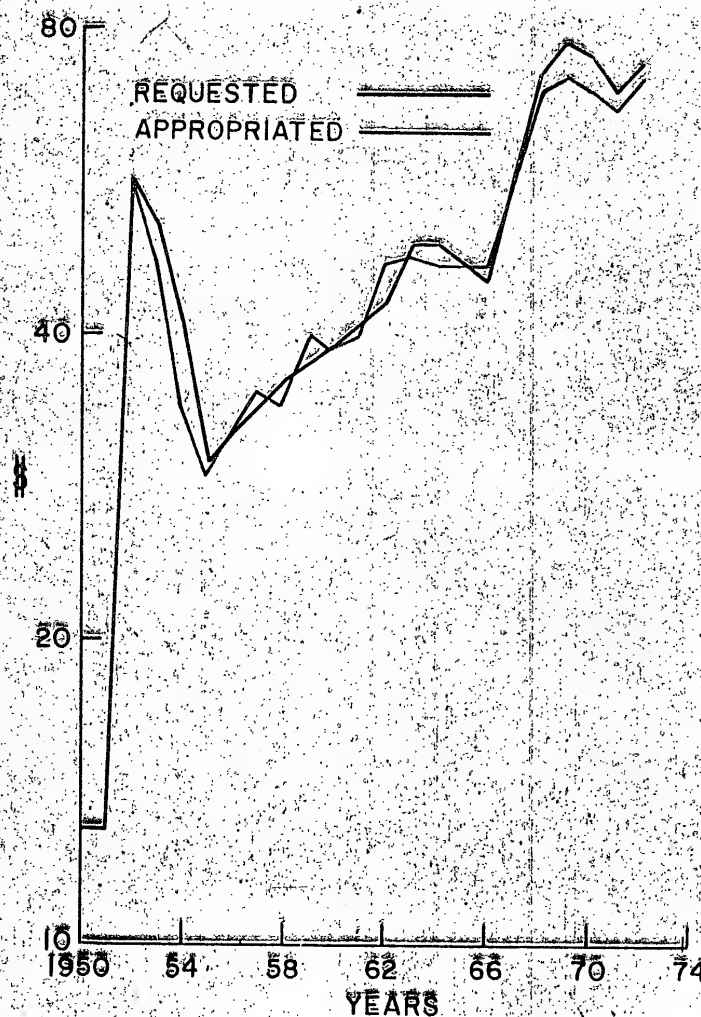


# U.S. NAVY WAR COLLEGE

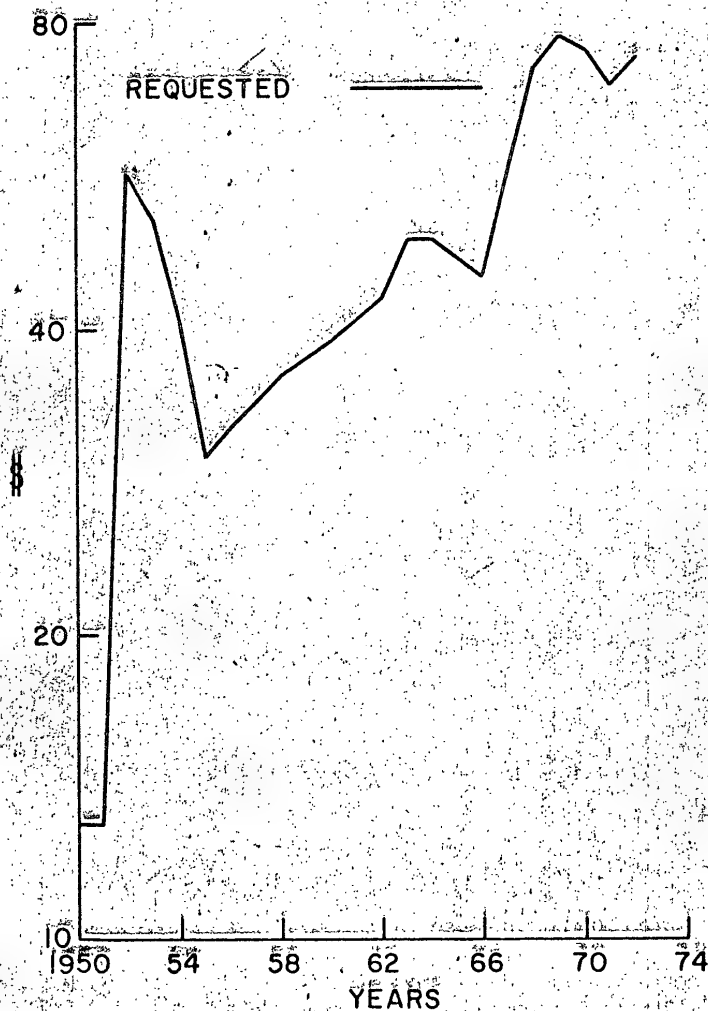
## NAVY BUDGET ORIGIN'S



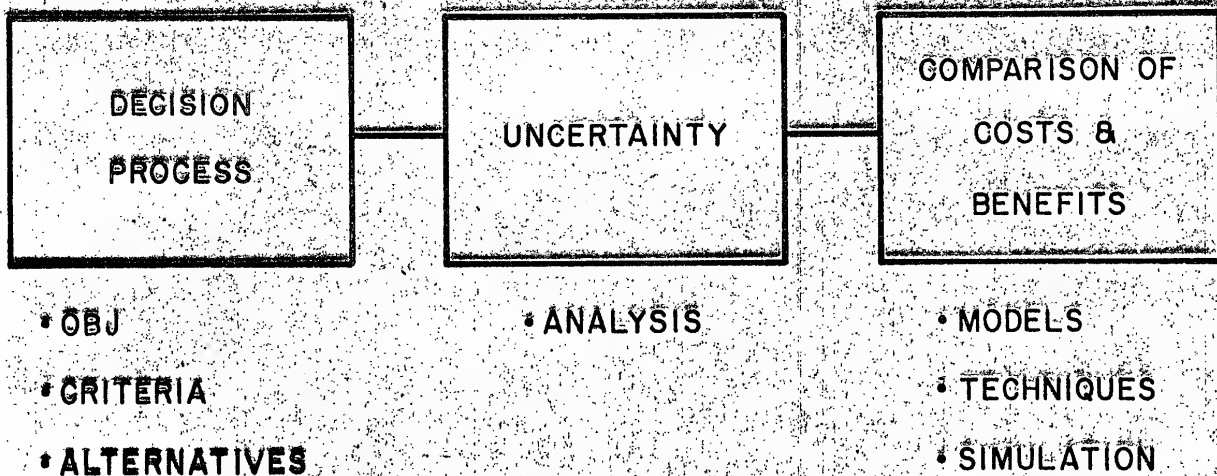
## DEFENSE APPROPRIATIONS BILLIONS OF DOLLARS



## DEFENSE APPROPRIATIONS BILLIONS OF DOLLARS

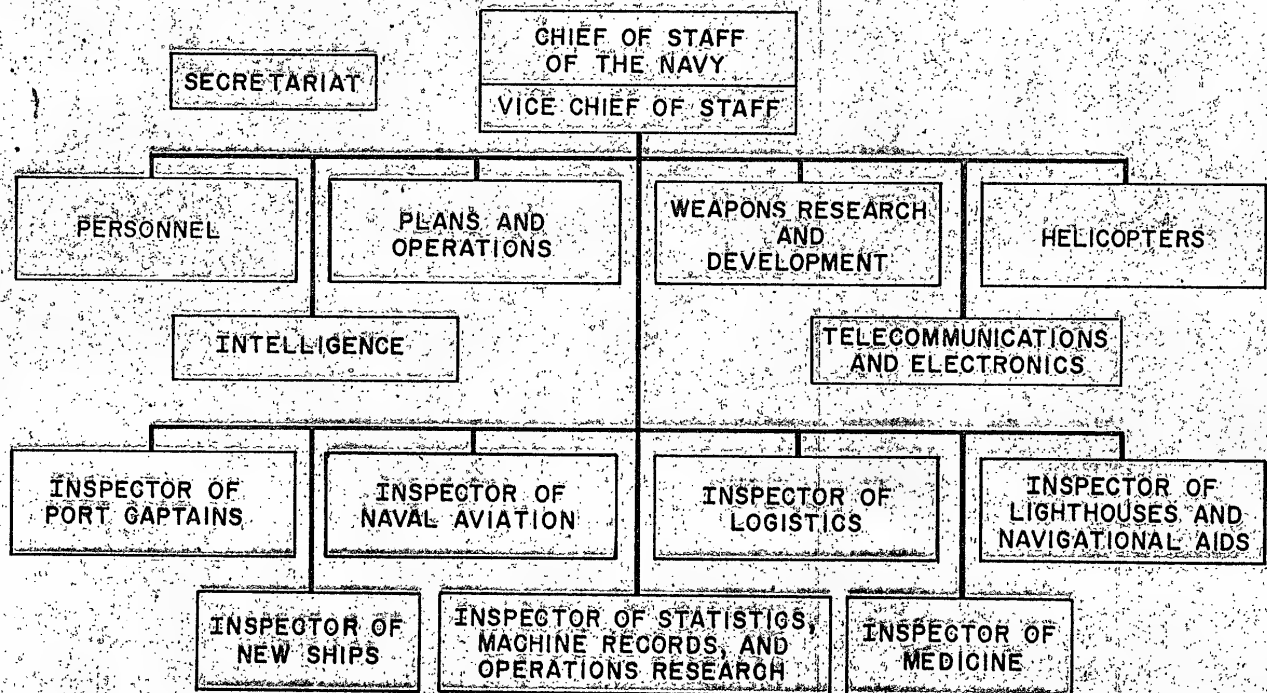


ANALYSIS IN SUPPORT OF DECISION MAKING  
(DECISION MAKING PROCESS)





## ORGANIZATION OF ITALIAN NAVAL STAFF





## QUANTITATIVE BENEFIT ANALYSIS

	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHAPEL</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
WEIGHT						
DIST:						
1	300	600	1300	200	25	
2	0	75	100	45	20	
3	200	100	450	300	10	
4	250	300	750	250	57	
5	100	250	400	150	31	





## QUANTITATIVE BENEFIT ANALYSIS

	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHAPEL</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
<u>WEIGHT</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>4</u>	<u>5</u>	
<u>DIST:</u>						
1	300	600	1300	200	25	*4325
2	0	75	100	45	20	530
3	200	100	450	300	10	*2500
4	250	300	750	250	57	*3385
5	100	250	400	150	31	2355

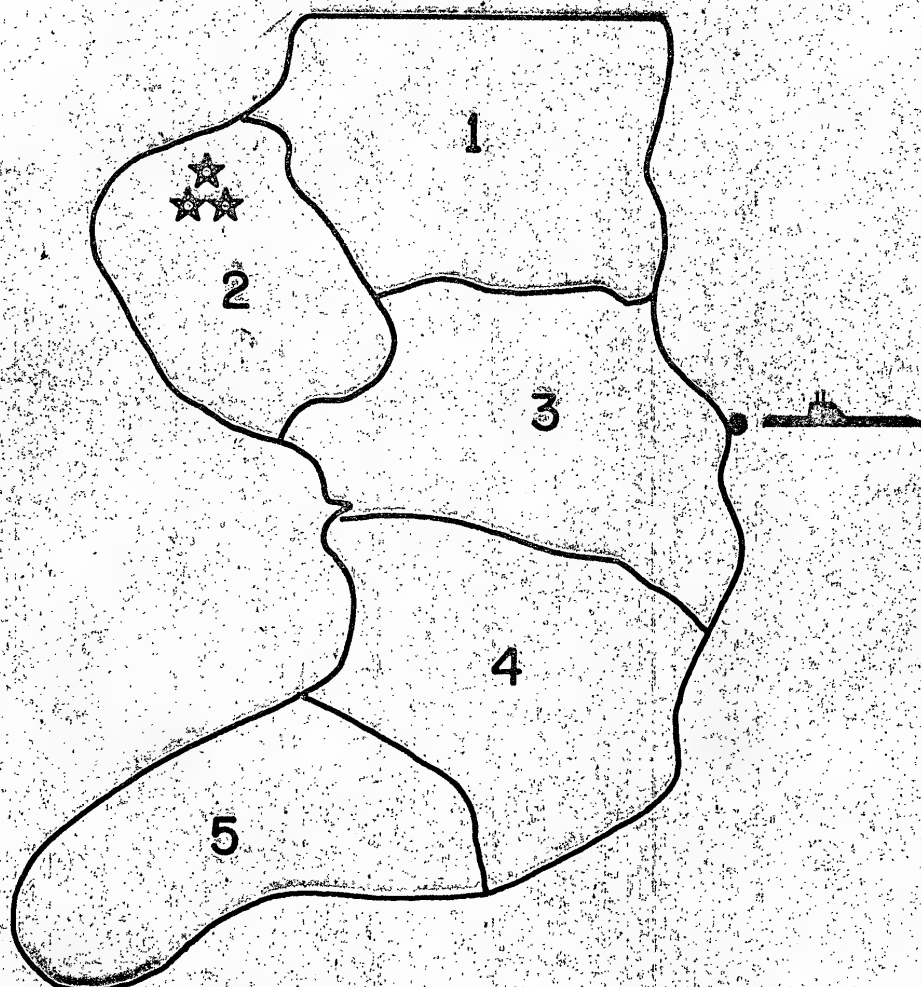


## QUANTITATIVE BENEFIT ANALYSIS

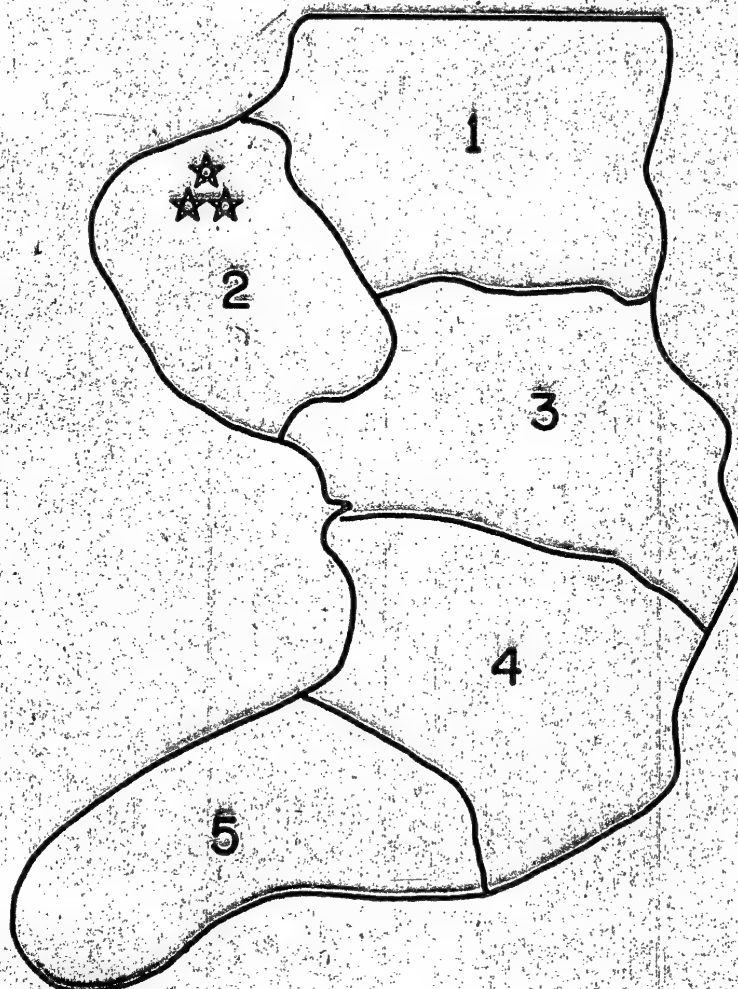
	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHAPEL</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
WEIGHT	3	2	1	4	5	
DIST :	2	3	1	0	0	
1	300	600	1300	200	25	*4325 3700*
2	0	75	100	45	20	530 325
3	200	100	450	300	10	*2500 1150
4	250	300	750	250	57	*3385 2150*
5	100	250	400	150	31	2355 1350*



# CHAPLAIN REGION I

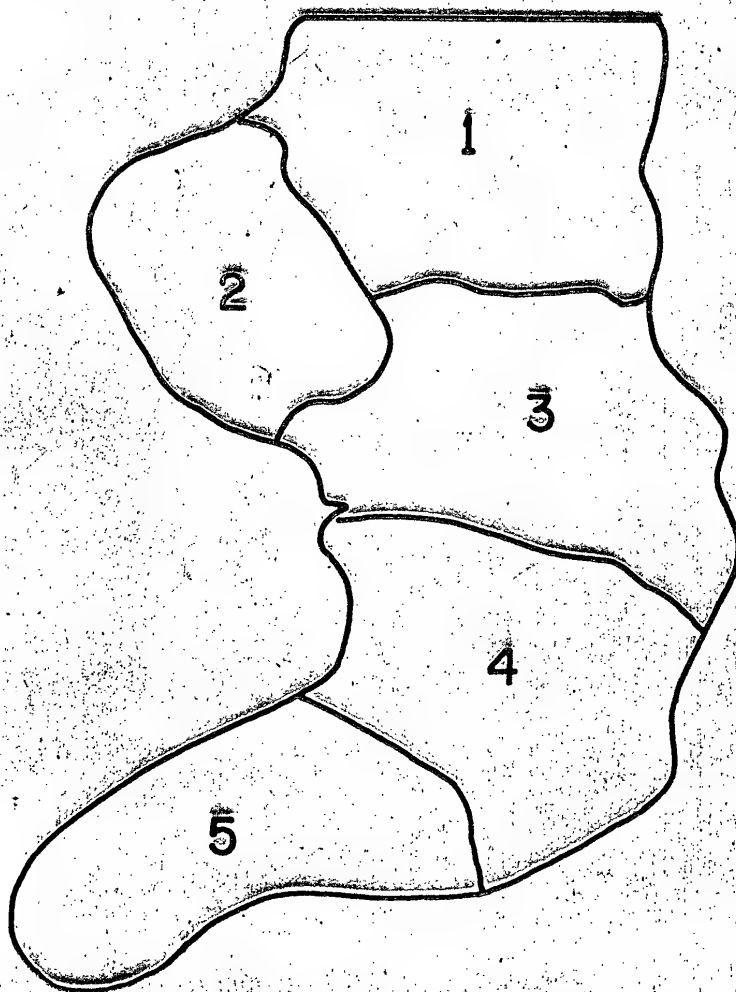


# CHAPLAIN REGION I



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# CHAPLAIN REGION I



GA73-49.7

2/12/73

VADM TURNER

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1



## APPROPRIATIONS - PROGRAMS

MANPOWER (MPN)

AIRCRAFT (APN)

WEAPONS (WPN)

OPERATIONS (O&MN)

CONSTRUCTION (MCON)

SHIPS (SCN)

SEA CONTROL

AIR STRIKE

AMPHIB STRIKE

PRESENCE

NUCLEAR DEFERENCE



## APPROPRIATIONS - PROGRAMS

MANPOWER (MPN)

AIRCRAFT (APN)

WEAPONS (WPN)

OPERATIONS (O&MN)

CONSTRUCTION (MCON)

SHIPS (SCN)

SEA CONTROL

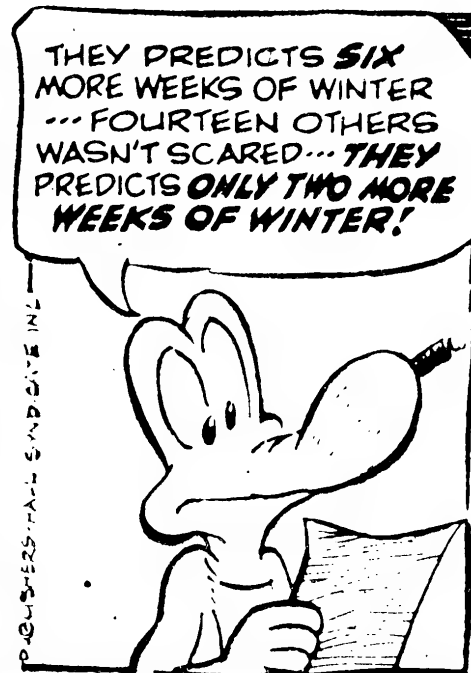
AIR STRIKE

AMPHIB STRIKE

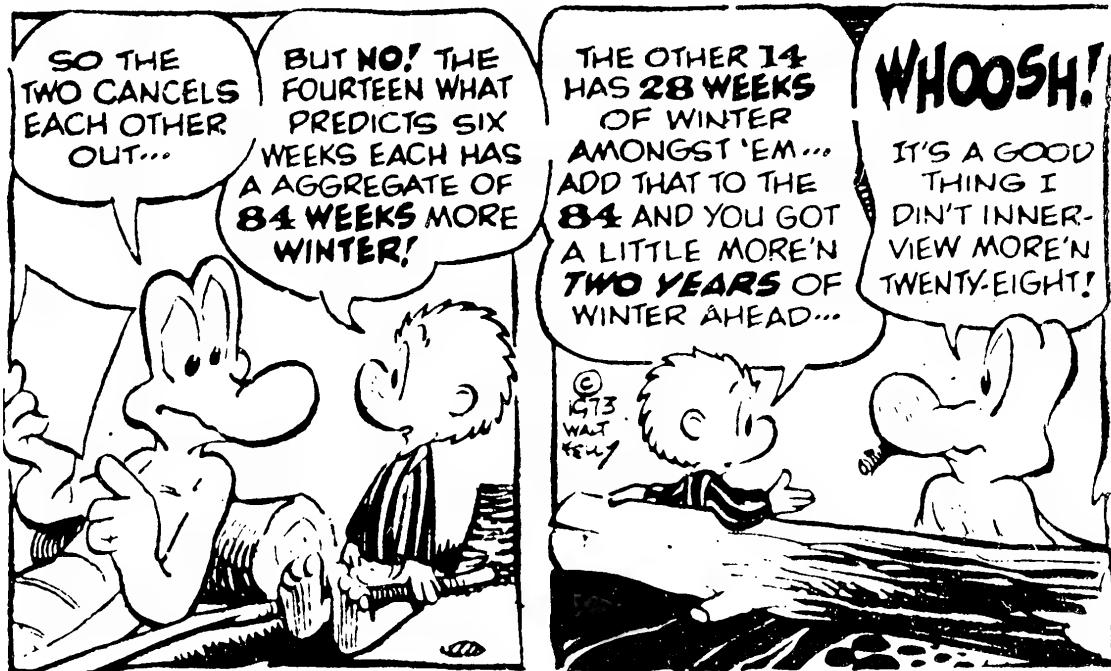
PRESENCE

NUCLEAR DEFERENCE

## Pogo



## By Walt Kelly



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# **MANAGEMENT COURSE OBJECTIVE**

## **CONVEY A METHOD OF LOGICAL THINKING FOR MANAGERS**

GA 73-49.5 VADM TURNER 2/12/73

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## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

**A  
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S**

**ESTABLISH OBJECTIVES-OUTPUTS**

**SETTLE ON CRITERIA**

**UNCOVER ALTERNATIVES**

**COMPARE COSTS**

**COMPARE BENEFITS**

**"QUANTITATIVE  
ANALYSIS"  
&  
JUDGEMENT**

**DECISION / RECOMMENDATION  
IMPLEMENTATION**

## QUANTIFICATION OF COSTS

ITEMS TO INCLUDE ?

SUPPORT

R & D

TIME TO COVER ?

LIFE EXPECTANCY ?

WHICH ESTIMATES ?

CONTRACTOR

SERVICE

CAPABILITY ?

MULTI-PURPOSE SYSTEMS

NON-DOLLAR COSTS

GA73-49.1 2 / 12 / 73 VADM TURNER

**QUANTIFICATION OF BENEFITS**  
**BASIC APPROACHES**

**CIVILIANS - HYPOTHETICAL FUTURES  
ANALYSIS**

**MILITARY - PAST EXPERIENCE-INTUITION  
HUMAN FACTORS  
UNPREDICTABLE FACTORS**

**PROBLEMS**

**PAY OFFS ?**

**INCOMMENSURABLES -**

**HUMAN LIFE**

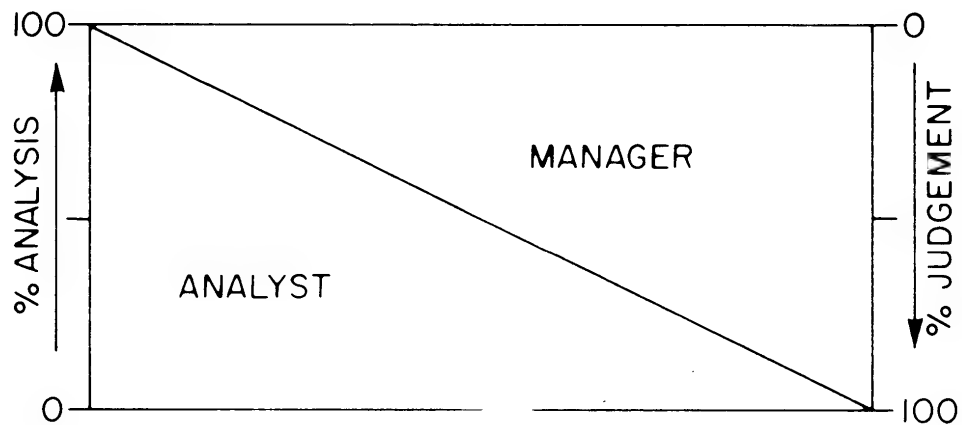
**SPEED**

**PSYCHOLOGICAL IMPACT**

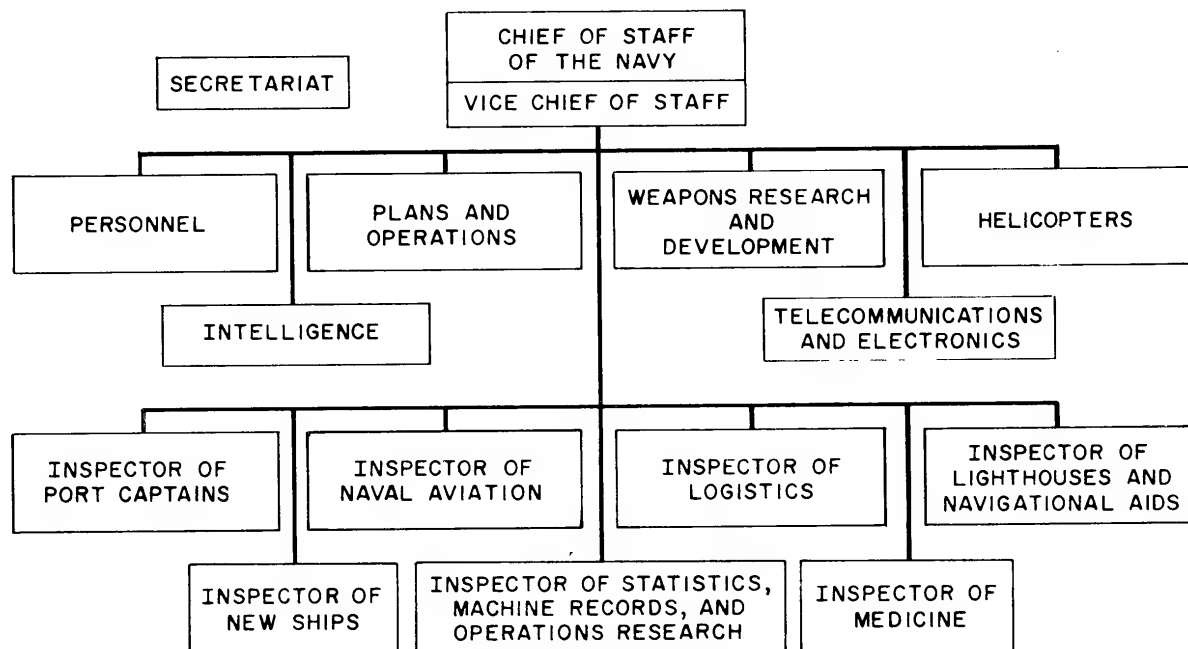
## ANALYTIC TECHNIQUES TO WATCH

OBJECTIVES CORRECT  
ASSUMPTIONS STATED  
    ESPECIALLY THREAT  
SENSITIVITIES ILLUSTRATED  
ALTERNATIVES  
    COMPLETE  
    REALISTIC  
COMPOSITION OF ANALYSIS GROUP  
SPECIFIC/NUMERICAL ANSWERS  
CONCLUSIONS                    }  
RECOMMENDATIONS                } OFFERED?

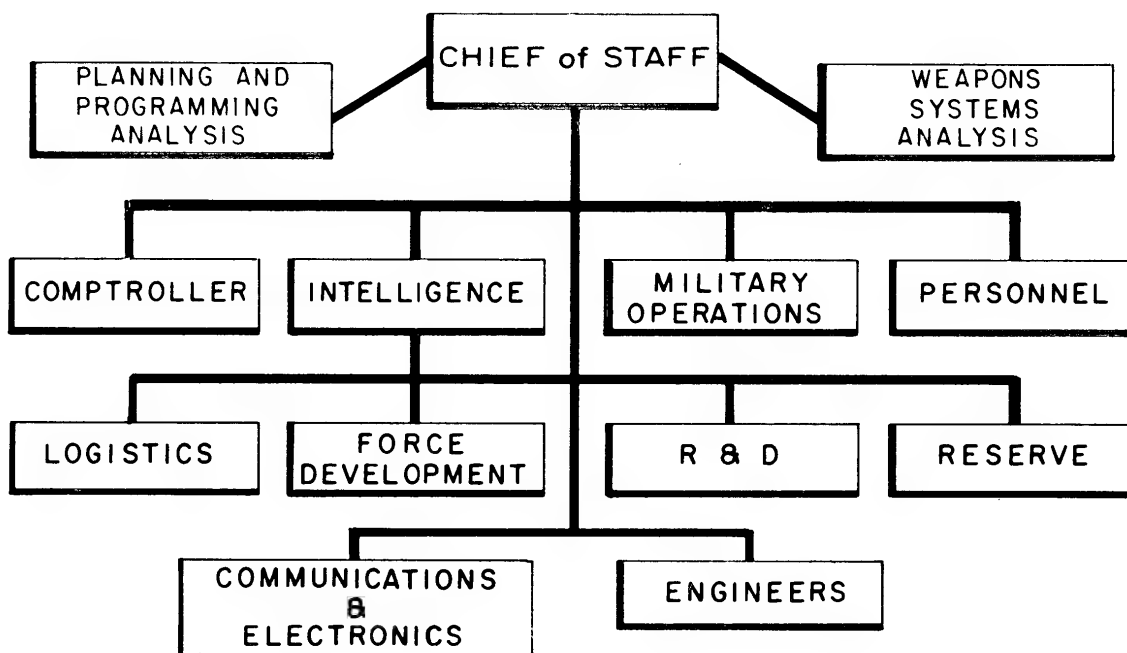
## MANAGEMENT PROCESS



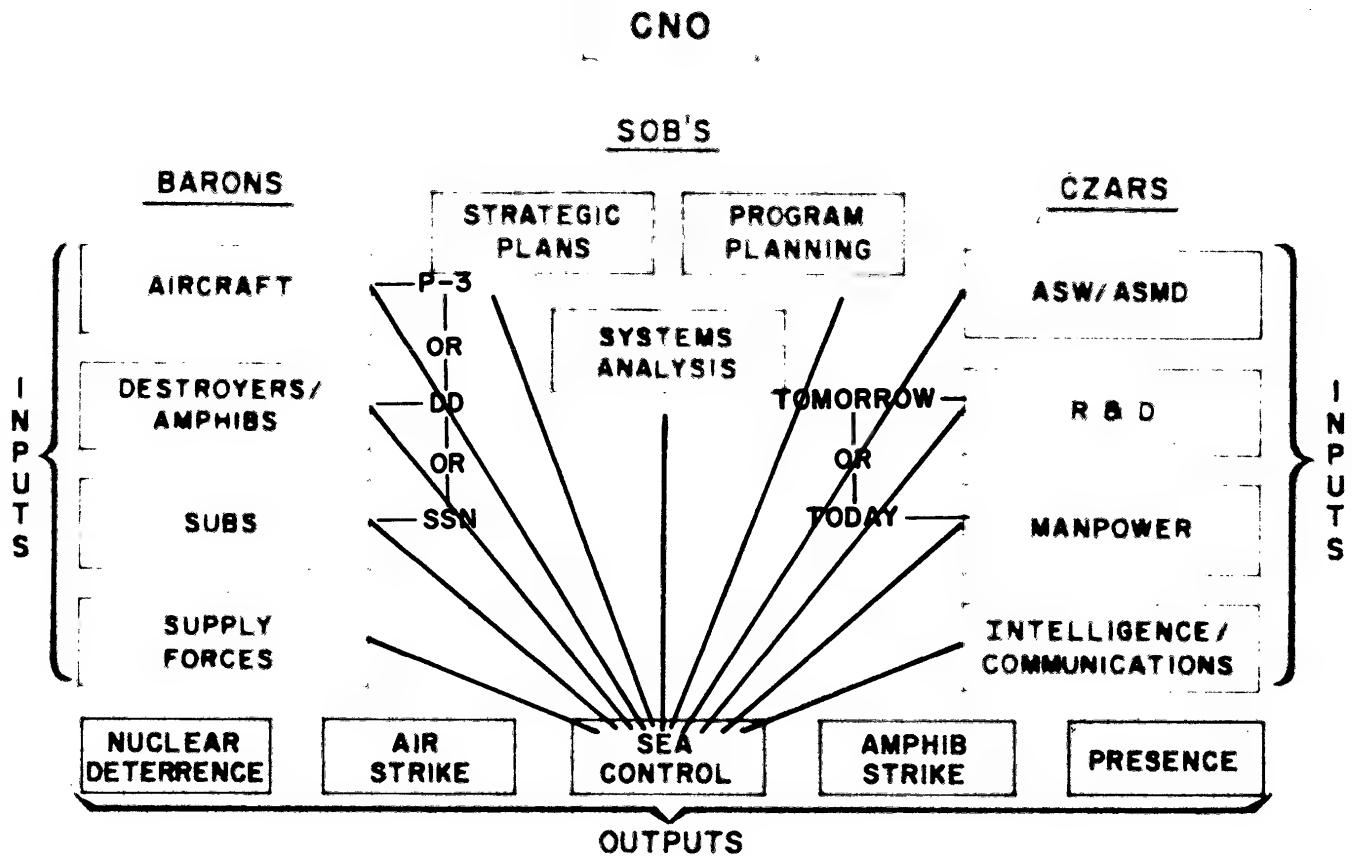
# ORGANIZATION OF ITALIAN NAVAL STAFF



## ARMY HEADQUARTERS

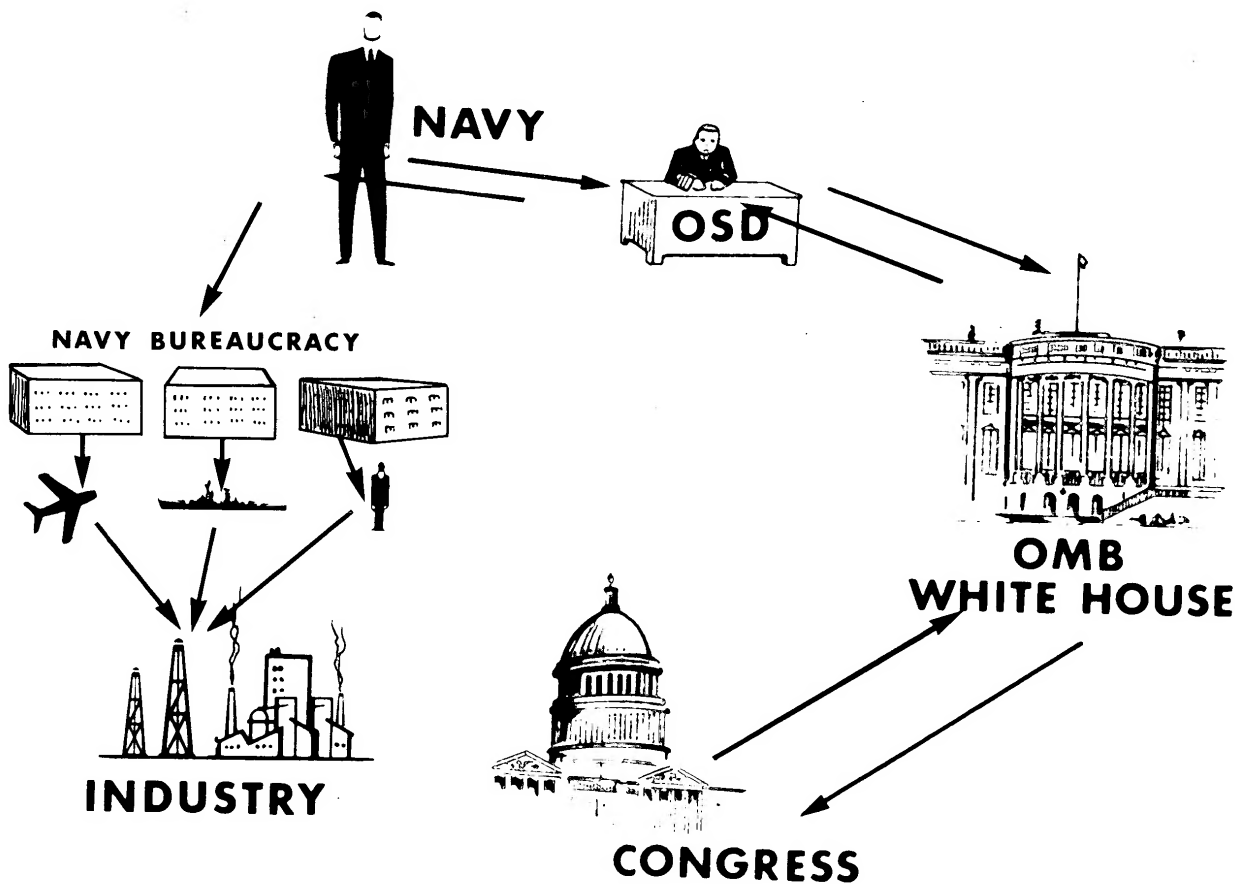


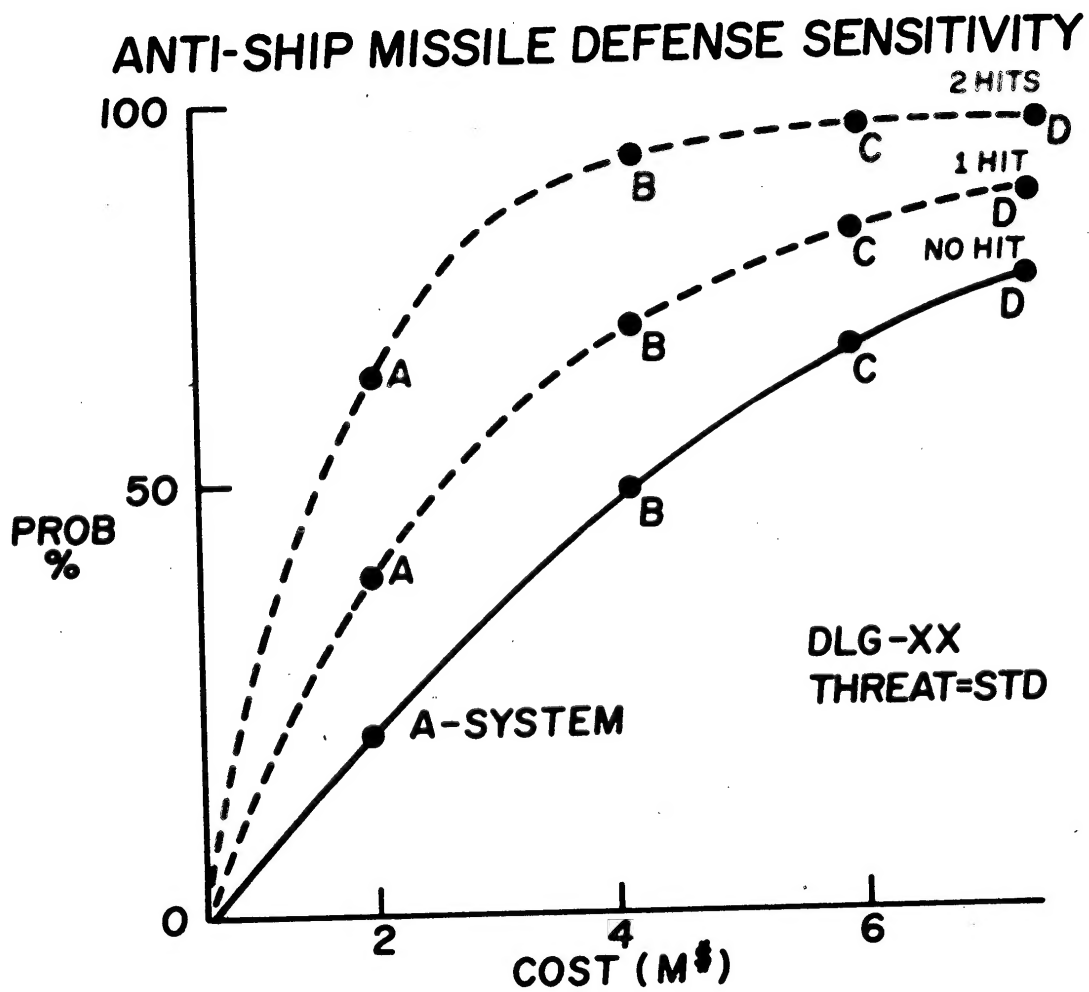
## OPNAV ORGANIZATION





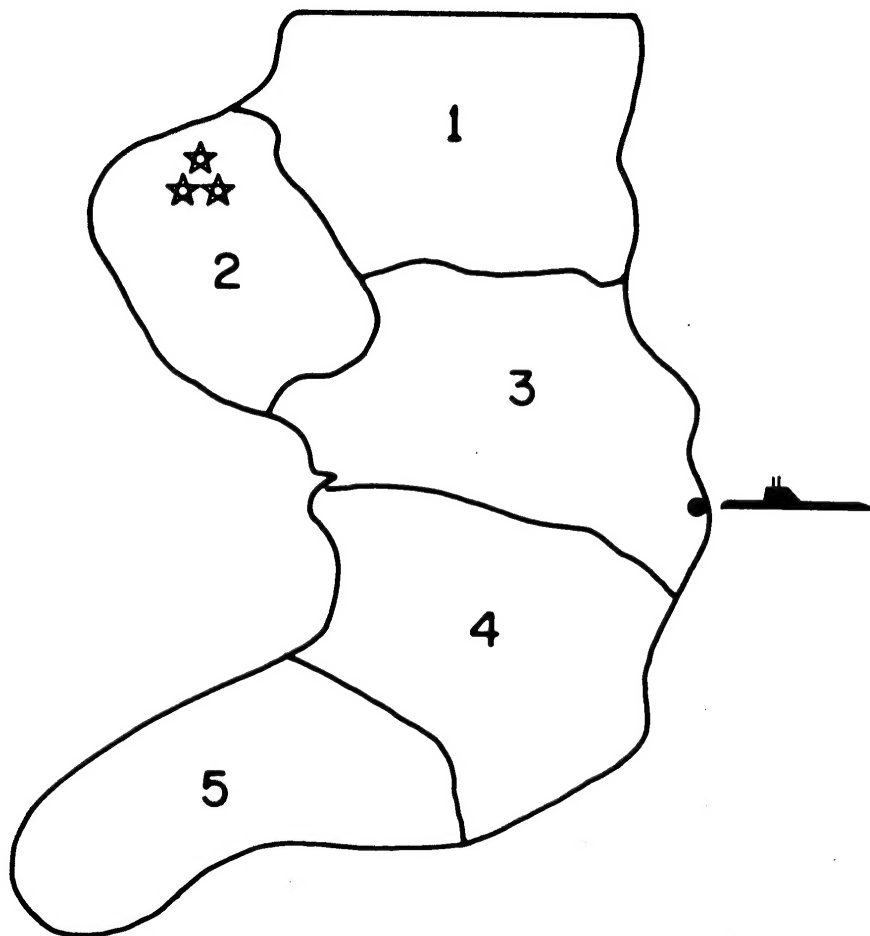
# **NAVY BUDGET FLOW**





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# CHAPLAIN REGION I



GA73 - 49.7 2/12/73 VADM TURNER

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## QUANTITATIVE BENEFIT ANALYSIS

	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHAPEL</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
<b>WEIGHT</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>5</b>	
<b>DIST</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	
1	300	600	1300	200	25	*4325 3700*
2	0	75	100	45	20	530 325
3	200	100	450	300	10	*2500 1150
4	250	300	750	250	57	*3385 2150*
5	100	250	400	150	31	2355 1350*